



FOR A BALANCED DEVELOPMENT OF THE RELATIONS
BETWEEN RURAL AND URBAN AREAS











INDEX

④ THE RURBANCE PROJECT	p. 6
④ THE PRINCIPLES OF THE TERRITORIAL AGENDA OF THE EUROPEAN UNION	p. 8
④ A PROJECT OF TERRITORIAL COOPERATION	p. 10
④ POLICIES ANALYSIS AND GOVERNANCE MODELS	p. 12
④ GOVERNANCE IMPLEMENTATION	p. 14
④ TWINNING SESSIONS	p. 18
④ INTEGRATED TERRITORIAL VISION	p. 20
④ CARDS OF TERRITORIAL SYSTEM	p. 22
④ BAVARIAN PREALPINE ARC	p. 24
④ GRENOBLE METROPOLIS	p. 38
④ LJUBLJANA URBAN REGION	p. 50
④ METROPOLITAN AREA OF STYRIA	p. 64
④ MILAN METROPOLITAN REGION	p. 78
④ TURIN, CIRIACESE AND LANZO VALLEYS	p. 92
④ VERONA AND THE PREALPINE VALLEYS	p. 106
④ ZURICH – GOTTHARD - MILAN	p. 120
④ POLICIES READDRESSING	p. 134
④ RESULTS AND CONCLUSIONS	p. 138
④ RURBANCE STORY	p. 140

THE RURBANCE PROJECT

Integrated policies and inclusive governance in rural-urban areas

In the Alpine Space, urban areas and the neighbouring rural regions are facing problems in terms of landscape degradation, lack of water and soil quality, loss of biodiversity, territorial fragmentation, abandonment of the territory, intense use of resources, social problems, quality of life decay.

A balanced development cannot be achieved with sectorial interventions but only by crossing the segmentation of the territorial policies. Therefore, RURBANCE has developed cooperative and integrated governance models towards the implementation of Joint Development Strategies that induce territorial requalification processes in order to hand back value to the economic, social, environmental and cultural heritage that constitutes the identity of the territories as a whole. As a result, rural/mountain and urban communities become “equal players” in an inclusive decision making process.

A balanced model of economic development and lifestyle has to be found for these territories, combining the dynamic of the metropolitan areas with the natural attractiveness and know-how of rural and mountain territories in proximity. This concept puts the following open questions:

- ❶ How to conceive a common territorial development vision where all the territories are creators of value (economic, social, cultural, environmental)?
- ❷ How to create economic co-development by balancing the functional relationship among territories, by preserving natural resources and by providing an efficient and sustainable mobility?
- ❸ How to aggregate public and private stakeholders around a co-development model?

13 Partners from 6 alpine Countries have been called to answer to the above mentioned questions through the definition and implementation of good governance processes, able to involve all the relevant actors and to drive them towards common objectives:

AUSTRIA

- ❶ City of Graz
- ❷ Regionalmanagement Graz & Graz Surrounding

FRANCE

- ❶ Regional Council of Rhône Alpes, Mountain, Tourism and Natural Regional Park Direction
- ❷ Grenoble Alpes Métropole, Department of Prospective & Territorial Strategy
- ❸ Town Planning Institute of Grenoble, University Pierre Mendès France
- ❹ Urban Agency of the Grenoble Region

GERMANY

- ❶ Leibniz Universität Hannover, Chair for Regional Building and Urban Planning
- ❷ Allgäu Association for Dwelling and Tourism

ITALY

- ❶ Lombardia Region, Environment Energy and Sustainable Development Directorate (Lead Partner) in collaboration with Territory, Urban Planning and Soil Conservation Directorate
- ❷ Veneto Region, Urban Planning Section
- ❸ Piemonte Region, Environment, Land Government and Protection Department, Unit for Spatial and landscape planning

SLOVENIA

- ❶ Research Centre of the Slovenian Academy of Sciences and Arts, Anton Melik Geographical Institute
- ❷ Regional Development Agency of Ljubljana Urban Region

SWITZERLAND

- ❶ City of Zurich, Urban Development and Foreign Affairs

Since the various RURBANCE activities - in the sense of current conditions, challenges and perspectives - interact with the territories, they combine in an increasing inseparable way the layers of natural resources and forces, built systems of settlements and architecture and infrastructural systems moving from a series of sector views to an integrated vision of development, able to interpret the evolution of territories as unitary systems in which the components of the ecosystem interact with settlement patterns, infrastructures and economic, social and cultural components.

3-year activities in the RURBANCE's project context aimed at:

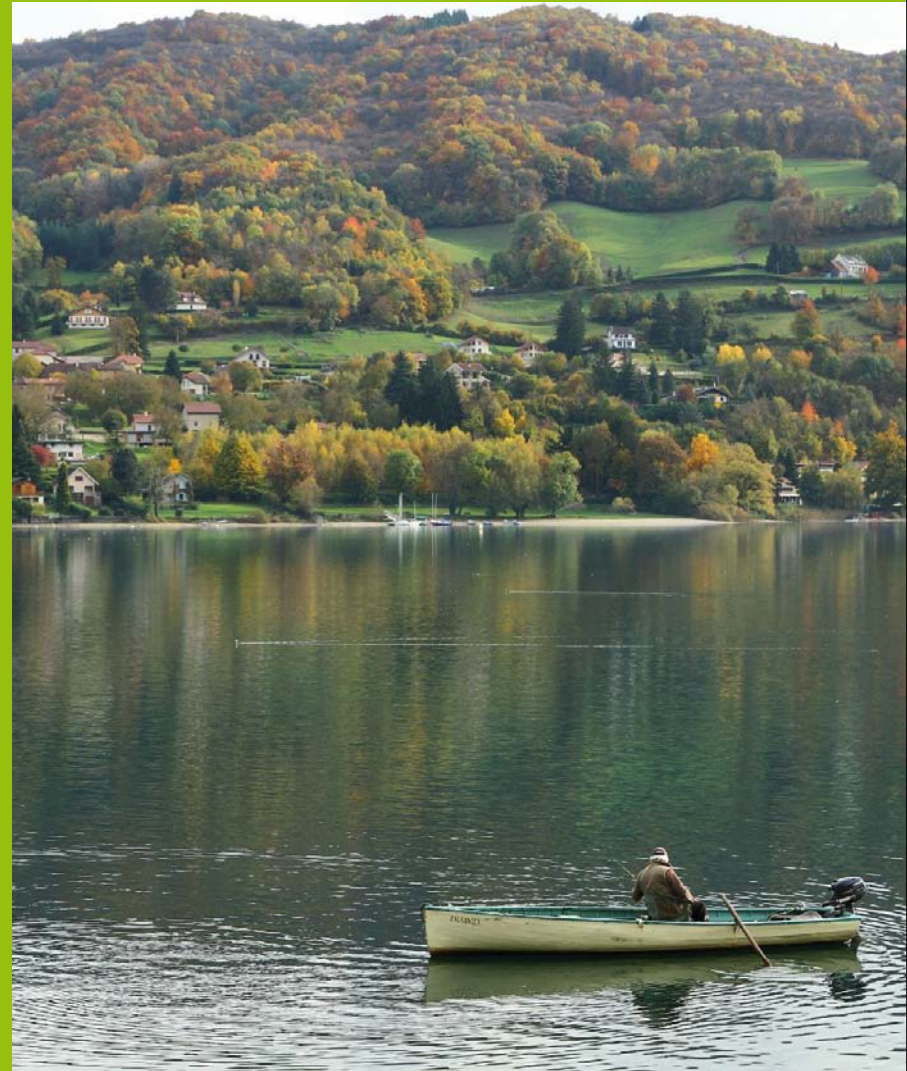
- ① Reinforcing and orienting the existing governance models (creating new ones when needed) towards a cooperative approach for the definition and implementation of cross-sectorial policies;
- ① Establishing a co-deciding and co-designing process of the planning tools and socio-economic measures which are devoted to become usual for the decision-making at regional and local level;
- ① Designing an integrated territorial vision which will lead the local development policies in each Territorial System for the coming years;
- ① Re-addressing plans, programs or projects for local development towards an integrated approach;
- ① Giving inputs to European, national and regional bodies for a better use of development and cohesion funds.

Starting from the assumption that urban areas and the connected rural and mountain territories could be considered as one single territorial system, RURBANCE:

- ① Identified pilot areas representative of interface situations (the so-called "rurban" territories);
- ① Supported projects and territorial strategies based on public-private cooperation;
- ① Produced a set of governance models to be integrated in regional, national and transnational strategies.

The final objective of the RURBANCE's partners is the foundation of a new inclusive strategy able to raise the sectional policies to a new development scheme for competitive, balanced and winning territories.

To this end the role of participatory approach has been exceptionally important because local cultures, geographical conditions, economic structures and governance models are site-specific and have influence on planning decisions.





THE PRINCIPLES OF THE TERRITORIAL AGENDA OF THE EUROPEAN UNION

The RURBANCE project borrowed the principles stated in the Territorial Agenda of the European Union 2020 - Towards an Inclusive, Smart and Sustainable Europe of Diverse Regions (2011):

“(11) We consider that the place-based approach to policy making contributes to territorial cohesion. Based on the principles of horizontal coordination, evidence-informed policy making and integrated functional area development, it implements the subsidiarity principle through a multilevel governance approach. [...]”

“(29) We acknowledge the diverse links that urban and rural territories throughout Europe can have with each other, ranging from peri-urban to peripheral rural regions. Urban-rural interdependence should be recognised through integrated governance and planning based on broad partnership. We welcome place-based strategies developed locally to address local conditions. [...] In rural areas small and medium-sized towns play a crucial role; therefore it is important to improve the accessibility of urban centres from related rural territories to ensure the necessary availability of job opportunities and services of general interest. Metropolitan regions should also be aware that they have responsibility for the development of their wider surroundings”.

“(40) We are aware that enhancing territorial cohesion calls for effective coordination of different policies, actors and planning mechanisms, and the creation and sharing of territorial knowledge. Implementation instruments and competences are in the hands of EU institutions, Member States, regional and local authorities and private actors. Multi-level governance formats are required to manage different functional territories and to ensure balanced and coordinated contribution of local, regional, national and European actors in compliance with the principle of subsidiarity. This needs vertical and horizontal coordination between decision-making bodies at different levels and sector-related policies to secure consistency and synergy.”

The European Commission has therefore proposed a new regulatory and planning framework inspired by the principles of territorial cohesion: recognition and enhancement of synergy between territories, solutions for flexible governance aimed at functional territorial areas, even infra-regional; relations between parties of different administrative levels; the best possible coordination between the different policies, harmonisation and accountability of the different administrative levels in the practices and methods for the management of public action.

USING EUROPEAN STRUCTURAL & INVESTMENTS FUNDS IN AN INTEGRATED MANNER

The RURBANCE project was developed simultaneously with the definition of the new Community Planning 2014-2020. Therefore, the opportunity arose to integrate it into the debate on territorial and development policies of the European Union, assuming that the territorial dimension of the cohesion policy can be achieved by taking into account, in the planning phase, the specific characteristics of the various areas and their functional links: the needs of the cities and of the city networks, the relationships between the city and the country, as well as the specific needs of the rural and mountainous areas.

The Common Provisions Regulation (EU) No 1303/2013 has introduced new integrating tools that can be used to implement territorial strategies on the ground, linking the thematic objectives and the territorial dimension: Community-Led Local Development (Article 32-35) and Integrated Territorial Investments (Article 36). They can involve investments from the European Regional Development Fund (ERDF), the European Social Fund (ESF), the European Agricultural Fund for Rural Development (EAFRD) and the Cohesion Fund.

CLLD is a specific tool to use at sub-regional level, which encourages local communities to develop integrated bottom-up approaches and stimulates innovation, entrepreneurship and capacity for change by encouraging the development and discovery of untapped potential from within communities and territories. It promotes community ownership by increasing participation within communities and assists multi-level governance by providing a route for local communities to fully take part in shaping the implementation of EU objectives in all areas.

ITI is essential to develop a cross-sectoral integrated development strategy that addresses the development needs of the area concerned. The strategy shall be designed in a way that the actions can build on the synergies produced by coordinated implementation. Any geographical area with particular territorial features can be the subject of an ITI, ranging from specific urban neighbourhoods with multiple deprivations to the urban, metropolitan, urban-rural, sub-regional, or inter-regional levels.

The Territorial Systems identified in RURBANCE are intervention areas suitable for testing on the field new planning and governance approaches aimed at the achievement of the European Territorial Agenda objectives, even through implementation of multi-fund instruments.



A PROJECT OF TERRITORIAL COOPERATION

THE ALPINE SPACE PROGRAMME

European Territorial Cooperation is the instrument of cohesion policy that aims at solving problems across borders and jointly developing the potential of diverse territories. Cooperation actions are supported by the European Regional Development Fund through three key components: cross-border cooperation, transnational cooperation and interregional cooperation.

The RURBANCE project has been granted in the framework of the transnational cooperation program Alpine Space 2007-2013, which aims at increasing competitiveness and attractiveness in the alpine territories by developing joint actions in fields where transnational cooperation is required for sustainable solutions such as innovation, balanced territorial development, accessibility, local development.

According to the Alpine Space 2007-2013 Operational Programme *“the Alpine Space is characterised by a well-developed polycentric urban system which is especially strong in the regions surrounding the Alps. The exploitation of an underused potential of various forms of urban and urban-rural cooperation networks is considered as a great asset. On the other hand, growing disparities between urban and rural areas small scale disparities especially within the mountain areas, demographic change and urban sprawl phenomena affect the development process. These phenomena require to be faced on a long term basis and in a transnational perspective. A better and sound use of endogenous potentials can help overcoming these negative phenomena and support balanced and long term development plans. Fostering cooperation between urban and rural areas and allowing a broad participation in the development process transnational cooperation can be considered as essential for reducing economic, social, cultural, regional disparities between and within regions.”*



The RURBANCE project has been submitted under the priority *“Competitiveness and attractiveness of the Alpine Space”* which refers to the programme objective *“to encourage innovation, entrepreneurship and strengthen research and innovation capacities for SMEs”* and *“to enhance a balanced territorial development to make the Alpine Space an attractive place to live, work and invest”*.

It is obvious that, in pursuing the objective of economic, social and territorial cohesion, the project can contribute to the implementation of the objectives of the Europe 2020 strategy. Thanks to the improvement of their link with the growth and convergence objectives, the actions for territorial cohesion contribute to the reduction of territorial inequalities as regards the achievement of the basic objectives of the strategy, thereby contributing to the sustainable achievement of greater wellbeing. This potential can be used in a coherent manner through the partnership approach typical of the cohesion policy, specifically addressing the conditions and potential of single territories through locally based strategies.

Therefore RURBANCE has applied a territorial approach to the pursuit of the objectives of the Europe 2020 strategy, to foster the following:

- ① Smart development, designed to promote the activity of Enterprises in the Territorial Systems identified, so that business development can contribute to the improvement of the social, environmental and landscape quality, as well as security and the possibility of multi-faceted and full use of the land;
- ② Sustainable development, able to govern the transformation of settlements in such a way as to steer them towards an integrated system of intervention which enable the protection and enhancement of common assets (water, soil, biodiversity, landscape) in order to enhance the environmental significance of the landscape and to contain degradation;
- ③ Inclusive development, aimed at heavy investment in the participative aspect in the process of sharing and continuous implementation of the objectives for growth and restoration of the territorial balance.

In particular, the RURBANCE project has been dedicated to the definition of suitable models of governance capable of managing the complexity of territorial relations, as explained by Alpine Space: *“the ever more complex spatial patterns and developments require introduction of new governance concepts, such as joint planning in functional urban regions, inclusion of new categories of stakeholders in decision processes, new methods of participation, networking etc. All of these seem to remain underused in the context of urban and regional development as well as of urban-rural relations in the Alpine Space.”*



The development of planning activities in the transition period from the Community planning 2007-2013 to the new planning 2014-2020 immediately allowed new emerging approaches to be tested and actions to be designed as consistent with the objectives of the Alpine Space Programme for 2014-2020 and those of the European Strategy for the Alpine Region EUSALP. In particular, the partners of RURBANCE have designed and implemented processes to strengthen governance by fostering multi-level governance models which respond to the need for innovation of the Public Administration and its way of interfacing with the local actors for the construction of shared policies.

The project essentially anticipated some of the objectives currently present in the new Alpine Space programme approved by the European Commission in December 2014:

[...] a number of principles for projects, namely related to governance and integration:

- ① application of partnership and multi-level governance;
- ② support for capacity building and improvement of governance interactions;
- ③ delivery of concrete impacts on policy making processes and follow-up actions;
- ④ contribution to integrated territorial development;
- ⑤ coordination and maximisation of synergies with other national, regional and EU programmes and initiatives.

POLICIES ANALYSIS AND GOVERNANCE MODELS

A TRANS-NATIONAL APPROACH TO POLICIES

The RURBANCE Project focused on the public policies tackling the relationship between rural and urban areas: moreover the project dealt with these topics at trans-national level, discussing and developing proposals in an Alpine and European context. With this aim the project had to develop a shared approach concerning the public policies involved in those topics, which was necessary for allowing knowledge exchange, cross-national comparison, identification of common problems and best-practices.

Through the focus on the topic of governance we were able to develop analysis and considerations not depending on the national context and specific administrative procedures, but rather on the structure of the relationships among the public and private stakeholders, at local and regional level. During the project this framework was to become the common language of all the RURBANCE Project Partners, to discuss rural-urban management in its assembly. All the Project Partners contributed to the activities of Work Package 4 that elaborated this common basis, coordinated practically by Veneto Region, and supported by Scientific Research Centre of the Slovenian Academy of Sciences and Arts and by Grenoble Urban Planning Institute.

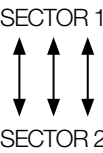
THE DATA COLLECTION: FROM TERRITORIES TO POLICIES

The common work of the Project Partners started with an extensive data collection. For such proposal a geographic area of interest had to be determined. The concept of Territorial System was adopted by the RURBANCE Project to identify an area that includes a core urban centre and the rural areas linked to it. In the Alpine region these relationships have a long history that runs through the centuries, which goes in many cases from a role of food and materials supply in the past, to the role of sport and leisure place at the present time, but in some cases also of abandonment and depopulation.

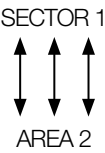
The identification of the Territorial Systems resulted in the production of 8 sets of maps and descriptions of the wide area of interest for the Project Partners in their country. The Territorial Systems have then become the starting point to collect a framework of the public policies that in those areas regulate rural-urban relationships. To these aims the term “policies” was considered in a wide sense, which can include laws, programmes and projects. The extensive legislation framework which emerged through this collection offered an interesting representation of the various forms that take the regulations of rural-urban links in the different countries.

MODELS OF GOVERNANCE

MODEL 1



MODEL 2



GOVERNANCE MODEL 1: COOPERATION BETWEEN SECTORS

Two sectors, each having its own competences, work together to solve mutual problems. For example: transport planning and spatial planning join forces in order to solve the mobility issue and to make settlement more sustainable.

GOVERNANCE MODEL 2: COOPERATION BETWEEN AREAS

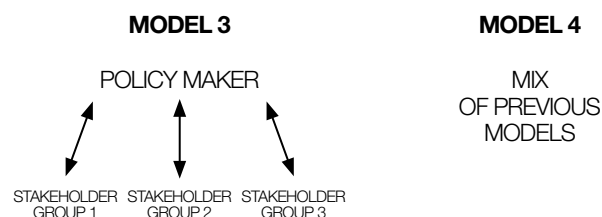
Two territorial bodies work together to solve common problems. There are two different modes: horizontal cooperation (e.g. between two municipalities) or vertical cooperation (between region and municipality).

Note: In these definitions, as in the whole document, the term ‘stakeholder’ is used as a synonym of ‘actor’.

PILOT ACTIONS AND RURAL-URBAN POLICIES

To focus the policy collection and analysis, a relation with concrete activities has been adopted. In each Territorial System the Project Partners have developed Pilot Actions, supporting local policy makers and stakeholders to orient plans, programs and projects. The policy analysis focused on the Pilot Actions, to offer support to the activities on the ground.

Many observations could be developed on the basis of the collected information. Trying to give an outline of the resulting picture of the Alpine regulatory framework, it can be reported that the



**GOVERNANCE MODEL 3:
COOPERATION BETWEEN
RESPONSIBLE BODY AND
INTERESTED PUBLIC
/STAKEHOLDERS**

This model represents a single policy-maker and its relation to interested public/private stakeholders. For example: the municipality invites other stakeholders to take part in the preparation process of municipal development strategy.

**GOVERNANCE MODEL 4:
MIX OF PREVIOUS MODELS**

This model is a mix of the previous models. For example: a region while preparing the Regional development plan has to include different sectors, territorial bodies, different stakeholder groups in order to make a comprehensive plan.

GOVERNANCE MODELS

To proceed further in considering the policies linked to rural-urban relationships, the sphere of governance was tackled. The concept of governance is connected to the concept of government. Governmental bodies are responsible for policy and decision making: to this end the governance is a process where different decision-makers join their efforts in order to solve their common problems and to overcome the common problems by connecting each other.

All the Project Partners applied a methodology based on four models of governance, proposed by Scientific Research Centre of the Slovenian Academy of Sciences and Arts, as shown in the table in these pages. All partners classified the policies significant for their Pilot Action on the base of their governance models.

FIRST RESULTS

The policy analysis was conceived to put the basis of the RURBANCE Project. The activities returned a picture of the regulatory framework for the rural-urban relationships in the Alpine region. Moreover, the Work Package 4 put the basis of a transnational approach based on the concept of governance, offering a common perspective on the different national and local regulatory systems.

In a general view, the picture returned by the analysis shows that a traditional approach to policies, based on the negotiation of one public body with all other stakeholders (what was called Governance Model 3) is increasingly being substituted by a local development approach (CLLD, part of Governance Model 4) which involves directly a partnership of local subjects in the policy implementation.

After this preliminary survey the project carried on further the analysis of the governance systems, tackling the stakeholders relationships in the areas of interest of the Project Partners, to consider in more depth the strategic framework in each country.

relationships between governments and stakeholders in rural-urban systems follow in many cases a “traditional” approach where a single government body, responsible for the policy implementation, deals with a number of other stakeholders in a one-to-many relationship.

On the other side an effort for sharing responsibilities and policy integration, both between different territorial levels (state/regional/local) and between different areas (neighbouring municipalities) has been reported. The policy analysis brought to consider the increasing diffusion of the local development policies, the Community-Led Local Development (CLLD), recently defined by EU as an approach to policy implementation centred on sub-regional territories, supporting the role of local groups. The ongoing diffusion of CLLD is in fact a phenomenon that emerges strongly from the recognition of the Alpine legal framework for rural-urban relationships (LEADER, Local Development Programmes, etc.).

GOVERNANCE ANALYSIS TO PROPOSE PRINCIPLES FOR A COOPERATIVE GOVERNANCE

The general aim of the governance analysis is to trace the path of a good governance through cooperative and integrated governance models by analysing advantages and disadvantages of cooperative formats.

RURBANCE territorial systems have different levels of institutions from regional to municipal governments. Power sharing between levels is clearer in some countries (Italy, Germany) than in others (France, Switzerland) and forms of cooperations are very diverse. The need of communication between institutional levels and between territories is an emerging stake for everybody.

Rural-urban policies are identified as an in-between not really organized by the institutional and legal framework. Its implementation requires to build alliances and to negotiate agreements in a fragmented and complex system.

16 cases of policies or projects selected by partners have been analysed, providing for a large panorama of practices. Through 6 themes (leadership, institutional coordination, efficiency of the process, democratic issues, economic efficiency and participation to an integrated approach), the analysis concludes to 6 main lessons:

- ① Two kinds of approaches: a regional one - more top-down and structuring but weak to involve local actors - and a local one - more area-based, gathering stakeholders in a more egalitarian way but weak to associate the upper-levels.
- ① Everywhere, multi-level governance asks the same questions about the right scale for intervention, the kind of stakeholders to involve and the legitimacy to act.
- ① Efficiency is directly linked to the willingness of the main stakeholders to share decision power.
- ① Targeted approaches create a habit of dialogue which is improved when performed from a concrete object or a coherent area.
- ① A constrained role of non-public stakeholders with civil society involve through intermediate bodies rather than citizens and economic actors behaving mainly as lobbies.
- ① Mountain issues are addressed only via specific topics.

WHICH INGREDIENTS FOR A SUCCESSFUL COOPERATIVE GOVERNANCE?

INVOLVING WIDELY THE
PARTNERSHIP (STAKE-HOLDERS),
INCLUDING USERS

VALUING SMALL SUCCESS
(SMALL-STEPS STRATEGY)

SUCCESS

INGREDIENTS FOR A SUCCESSFUL RURAL-URBAN COOPERATION

“RURBANCE questions the current ways to drive territorial policies and show the opportunity to develop a cooperative governance. To work on governance issues, we must take into account some assumptions:

- ① each territory / level is autonomous in its decision-making process,
- ① visions of the territory and projects differ depending on stakeholder's position,
- ① difficulties to consider the conceptual idea of urban-rural linkages on practice.


For these reasons, the stakeholders have to take into account that the management of inter-territoriality is still a sensitive topic which need a constant dialogue. The governance organisation (partnership, decision-making process and objectives) and the choice of the topic are crucial to develop a balanced and efficient cooperation.


According to that, RURBANCE proposes 10 “ingredients” to address successfully rural-urban issues.”


 **ORGANISING FROM THE BEGINNING EVALUATION AND CAPITALISATION OF RESULTS**


 **SHARING A LEXICON ACCORDING TO THE TOPIC**


FACTORS


 **BUILDING THE FEELING TO BE A STAKEHOLDER OF A COMMON TERRITORIAL SYSTEM**

 **IDENTIFYING AND DEFINING ALL TOGETHER THE ISSUE TO BE SOLVED**

 **AGREEING PREVIOUSLY ON DIAGNOSIS, CHALLENGES AND OBJECTIVES**

 **ORGANISING CONDITIONS FOR A WIN-WIN DEAL BETWEEN TERRITORIES / LEVELS**

 **ORGANISING AN INTEGRATED AND OPEN GOVERNANCE**

 **ANCHORING THE PROCESS ON A CONCRETE TOPIC AND ACHIEVABLE GOALS**

1. BUILDING THE FEELING OF BEING STAKEHOLDERS WITHIN A COMMON TERRITORIAL SYSTEM

The territorial system - common area requiring a shared approach – has a different meaning to the idea of territory linked to identity. Because administrative boundaries separate territories, at odds with the territorial, social and economic reality, the recognition of belonging to a common territorial system is a prerequisite.

2. IDENTIFYING AND DEFINING TOGETHER THE ISSUE TO SOLVE

Beyond identification of shared objectives, we must carry out common projects. Objectives should be shared preliminarily by taking into account differences in terms of visions and opinions.

3. AGREEING PREVIOUSLY ON DIAGNOSIS, CHALLENGES AND OBJECTIVES

Diagnosis - often neglected in local action - is a way to find levers and to create a dynamic. This step helps to anchor knowledge with qualitative data, to extract remarkable findings or specific difficulties and to reveal challenges.

4. ANCHORING THE PROCESS ON A CONCRETE TOPIC AND ACHIEVABLE GOALS

For areas that are not used to working together, it is helpful to start a collaboration with a topic based on achievable goals. Because the rural-urban issue is quite conceptual, making the cooperation easy to understand is important.

5. ORGANISING AN INTEGRATED AND OPEN GOVERNANCE

The legal and institutional framework doesn't give ready-made solution for inter-territorial projects. This lack of governance solutions could be answered by testing new forms of governance, more flexible and vertical, and including civil society and private actors.

6. ORGANISING CONDITIONS FOR A WIN-WIN DEAL BETWEEN TERRITORIES / LEVELS

To reach the right level of commitment of each stakeholder, it is necessary to formalize clearly what each territory / level can earn. The ability to discuss this point is crucial.

7. VALUING SMALL SUCCESSES (SMALL STEPS STRATEGY)

Approaches to rural-urban cooperation are quite complex. Rather than focusing on a single overall result, it seems to be more appropriate to organise the process in several small steps. This will help to create a ripple effect and strengthen the partnership dynamic.

8. INVOLVING WIDELY THE STAKEHOLDERS IN THE PARTNERSHIP, EVEN USERS

The capacity to involve actively a broad partnership demonstrates the ability to gather energies. Willingness to involve widely civil society and private actors is also a way to create a real collegiality in the decision-making process.

9. SHARING A LEXICON ACCORDING TO THE TOPIC

Many words related to rural-urban issues (eg. rural or metropolisation) could be understood differently. Sharing a lexicon in connection with the topic will facilitate to find common solutions because vocabulary is the basis for mutual understanding.

10. ORGANISING FROM THE BEGINNING EVALUATION AND CAPITALISATION

Evaluation is a way to settle expertise and move towards to a working method. It should help to consider how results are achieved and the relevance of the project. It is a condition of a good project appropriation by stakeholders.

GOVERNANCE IMPLEMENTATION

One of the RURBANCE's objectives was to turn the decision-making into an inclusive, equal, active and efficient process, considering governance as one of the co-production factors of good policies and participation process as a key to efficient governance. Implementing governance in practice has taken two different forms – the more general one on a territorial level representing the entire rural-urban dimension in each participating region and one on a local level, defined by the functional area of selected intervention. This way partners have implemented more than 60 development discussion tables (DDTs) either on territorial or local level.

Considering different size and character of the areas as well as purposes of the interventions tackled, comparison between the regions is hindered. Despite the differences in afore-mentioned variables, all the processes in regions have in common urban-rural dimension and methodological approach, being characterized as development discussion table. In terms of governance, similarities could also be observed in the content. The analysis of implemented activities has namely set out three rather generalized thematic groups: institutional setting, functionality and planning, and search for problem-centred solutions.

DDT in Ciriè



INSTITUTIONAL SETTING

As indicated in the previous chapter, governance models relate to fields, where governmental competences are not clearly defined, and different interpretations might appear. Therefore the aspiration of the governance process in this context was to clarify the relations among institutions and to define the decision-making logic. Partners were striving to identify relevant institutions, to interlink their competences, to create networks among them either by public-private partnerships or by inter-municipal cooperation, and to define operational logic in avoiding the entropy. By combining bottom-up and top-down approaches the partners were searching for synergies and reduction of constraints like administrative barriers or mistrust.

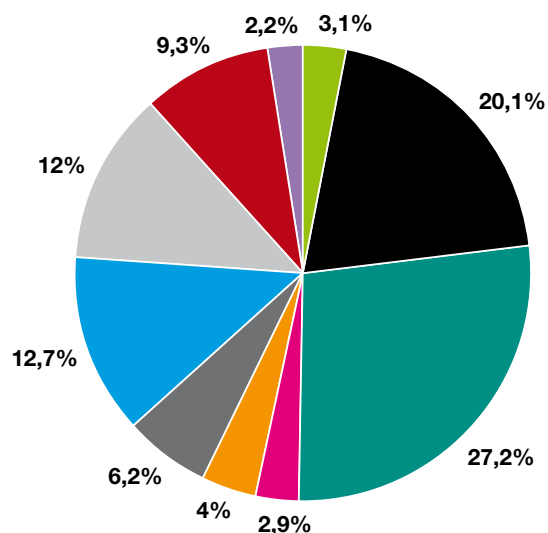
SEARCH FOR PROBLEM-CENTRED SOLUTIONS

Specific needs of regions were often addressed directly, whereas the coordination among different territorial levels, sectors and stakeholders was of crucial importance for reaching the goals. In this regard the DDTs were tackling issues like mobility, transport, tourism, energy, landscape, spatial development, recreation, agriculture, urban planning, marketing and similar. Topics were more specified on a local level, where partners had the chance to go deeper into the problem, whereas on a territorial level discussions stayed rather general.











All the implemented governance processes have followed a common logic: problem analysis, policy analysis, participative processes, visioning and policy readdressing. In this point participatory processes and participatory planning played a crucial role, being a main tool for bringing stakeholders together and to bind them into common planning activities.

FUNCTIONALITY AND INTEGRATIVE PLANNING

The second set of thematic considerations was focused on the character of the regions, their cohesiveness and functions that make them unique. By characterizing them, the common denominator was urban-rural relationship, reflecting the contrast between relatively solid administrative structures and constantly transforming functional areas that often surpass administrative borders, in this case also borders between urban and rural areas. In searching comprehensive solutions the integrative planning was put to the pedestal, being it in sense of master plan, multisectoral approach or any other crosscutting form of cooperation.



STAKEHOLDERS INVOLVED IN DDTs

-  Government/National authorities
-  Regional authorities
-  Municipalities/Local communities
-  Public institutes
-  Universities, R&D
-  Civil society/NGOs
-  Public service agencies
-  Private companies
-  Independent experts
-  Other



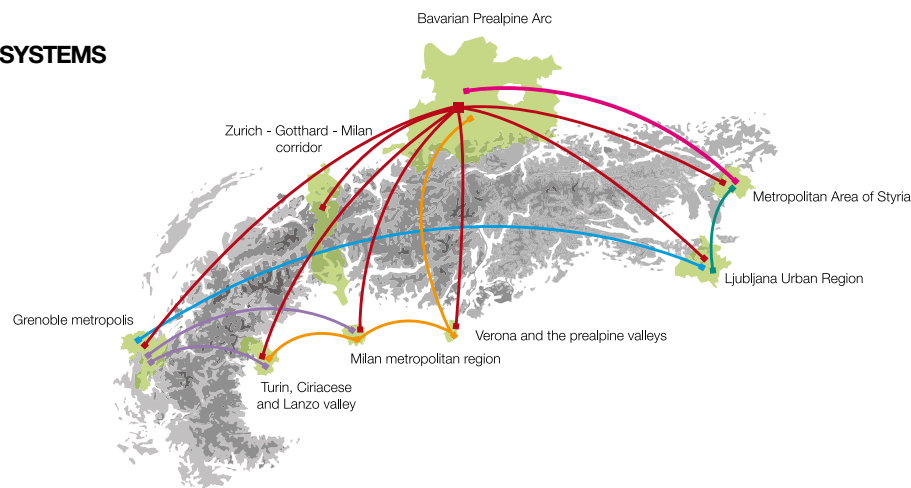
DDT in Ljubljana

PARTICIPATORY PLANNING: A KEY TO SUCCESS

Governance itself is a dynamic and inclusive process, joining various actors into a common decision-making process and bridging their interests. Therefore the planning must in any case respect actors' needs, transcend their partial interests and assure consensus, acceptable for all the involved parties. Although being a very complex process due to its duration and different skills of actors to take part in it, participatory planning is still the most powerful instrument for shaping common future and for meeting the expectations of all the included actors. By working together the gaps between actors become smaller, unproductive competition could be turned into cooperation, solutions meet expectations of a wider public and actors are more likely to identify with decisions taken. Taking public as one of the crucial elements in planning raises the interest of inhabitants and strengthens their commitment, and it enriches the decision-making with new knowledge and new perspectives that might otherwise be overlooked. By respecting the needs of inhabitants the plans and priorities are more realistic and have stronger foundation in the regional context, whereas the plans are more legitimate. The exchange of information that takes place already between the decision-making processes makes implementation easier. Participation in the process strengthens regional identity and sense of belonging, starts learning processes and new initiatives, and underlines common strengths and resources.

Being aware of all its positive and negative points participatory planning has enabled partners to face their challenges and to reach results that might make a considerable change comparing to the planning practices in the past. No matter the topic discussed, regions have strengthened their sustainability and resilience, and above all they have learned lessons for adapting their planning procedures towards more open and flexible models, enabling the planners to adequately address the challenges of a constant transformation. This gives the readdressing of policies a solid foundation and legitimacy.

TWINNING SESSIONS: EXCHANGE OF IDEAS AND EXPERIENCES FOR GOOD GOVERNANCE



To reach the goal of turning the decision-making into an inclusive, equal, active and efficient process the project partners and project stakeholders were engaged in different twinning sessions that serve as exchange of ideas and experiences through a learning-by-doing process. At first twinning sessions were meant to be realized between two regions, but since similar interests between more regions were detected, there were also sessions with more than two regions involved but still named twinning as twinning between hosting region and others.

TWINNING SESSION BETWEEN LJUBLJANA URBAN REGION AND GRENoble METROPOLIS: URBAN, RURAL AND TERRITORIAL DEVELOPMENT OF LJUBLJANA URBAN REGION (LJUBLJANA, SLOVENIA, 19. 3. 2014, 47 PARTICIPANTS)

The main aim was to exchange experience in development strategies of the two regions. There was a presentation and discussion on urban – rural development of Ljubljana Urban Region (LUR), Regional development plan of LUR and exchange of information on ongoing city and regional projects that was checked also on the field in the City of Ljubljana (e.g. public transport projects).

TWINNING SESSION BETWEEN BAVARIAN PREALPINE ARC AND METROPOLITAN AREA OF STYRIA: IMPLEMENTATION AND BEST PRACTICE CASES OF ALTERNATIVE REGIONAL MOBILITY CONCEPTS (ALLGÄU, VORARLBERG, GERMANY, 8.–10. 5. 2014, 10 PARTICIPANTS)

The main motivation for twinning was the fact that both regions have similar issues and challenges regarding individual, alternative transport means and are planning an implementation of such systems in their region. The regions Allgäu and Graz-Nord/Almenland presented hail shared taxi concept, sustainable “Explorer-Hotel” and car sharing system. The discussion topic was “Touristic and recreational mobility in region Neuschwanstein/Füssen (free for tourists)”. The main result was very effective knowledge transfer through excursions to Vorarlberg and around the Allgäu and presentation of best practice cases.

TWINNING SESSION BETWEEN TURIN, CIRIACESE AND LANZO VALLEY, MILAN METROPOLITAN REGION, VERONA AND THE PREALPINE VALLEYS AND BAVARIAN PREALPINE ARC: LANDSCAPE AS AN ENGINE OF ECONOMIC DEVELOPMENT: SYNERGIES BETWEEN PUBLIC, PRIVATE AND LANDSCAPE PROFESSIONALS (TURIN, ITALY, 13. 6. 2014, 20 PARTICIPANTS)

Participants discussed on landscape and agriculture, possible development scenarios, ecological networks and ecosystem services and territorial equalization. A comparison of projects and pilot activities was shared through presentations and a round table discussion. The desire of the participants was to identify good practice for a balanced development between urban and rural areas and to draw a comparison between different administrations and different projects to find fresh views on the topic.

TWINNING SESSION BETWEEN VERONA AND THE PREALPINE VALLEYS, TURIN, CIRIACESE AND LANZO VALLEYS AND MILAN METROPOLITAN REGION: RURAL-URBAN TIES. A TRAIL BETWEEN VERONA AND ITS VALLEYS (GREZZANA, QUINTO, ROVERÈ VERONESE, NEGRAR, VERONA, ITALY, 18. 9. 2014, 100 PARTICIPANTS)

Participants were representatives of municipalities, agro-food producers and farmers, different associations and representatives of the University of Venice and University of Siena. The topics discussed were good practices in planning and policies between rural and urban areas focused on territorial scale examples of governance and examples in agro-food production that link with urban areas.

TWINNING SESSION BETWEEN TURIN, CIRIACESE AND LANZO VALLEYS AND GRENOBLE METROPOLIS: AROUND THE FOOD SIDE OF THE AGRO-FOOD STRATEGY (CIRIÈ, TURIN, ITALY, 15. 10. 2014, 25 PARTICIPANTS)

The aim of the session was to develop a dialogue and discussion with the foreign partners of the project, to assess the results achieved with the implementation of “Market 0 km” and to compare the good practices of exploitation of local agricultural products.

TWINNING SESSION BETWEEN MILAN METROPOLITAN REGION AND GRENOBLE METROPOLIS: AROUND THE FOOD SIDE OF THE AGRO-FOOD STRATEGY (MILAN, ITALY, 16.–17. 10. 2014, 16 PARTICIPANTS)

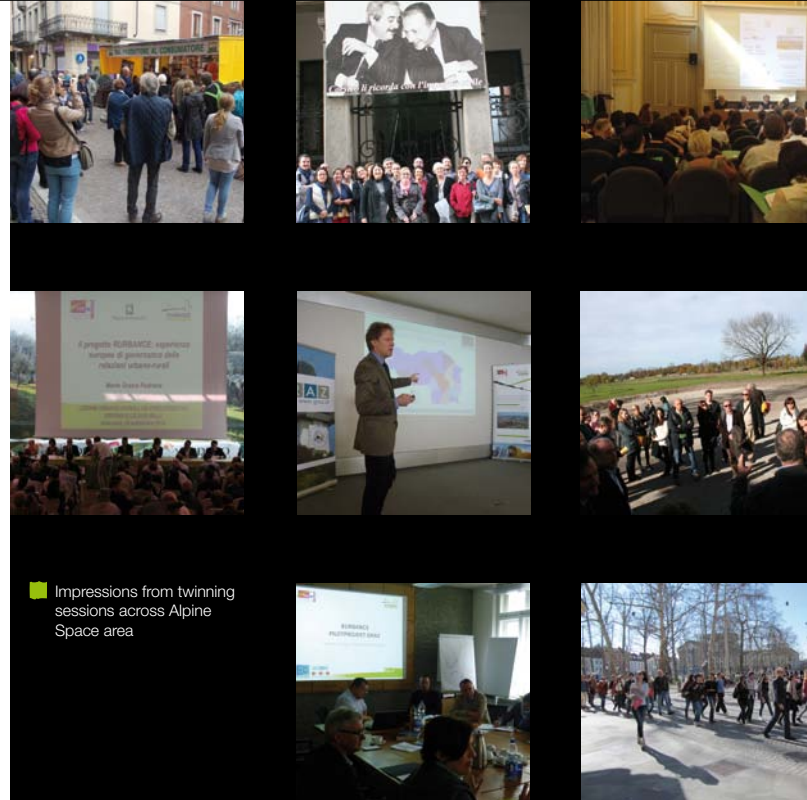
The topic was agro-food policies in a wider term: local (and quality) production, logistic to reach the consumers, markets and ways to sell local products and multilevel governance as a way to develop an agro-food policy. To answer this very complex topic the organisation of multi-level and multi-territorial governance is needed. It is typically a topic which needs cooperation beyond administrative borders in order to work at different scales with different kind of partners.

TWINNING SESSION BETWEEN BAVARIAN PREALPINE ARC AND ALL OTHER PROJECT PARTNERS' AREAS: NEW FARMING MODELS AND AGRICULTURE/LANDSCAPE GOVERNANCE MODELS (MUNICH, GERMANY, 3.–4. 11. 2014, 78 PARTICIPANTS)

This event comprised two parts: Conference “Food and the City” and Site Visit “Munich Urban Farms”. The participants concluded that urban farms can play a model role for sustainable agriculture and can especially contribute to a changed awareness of regional food production and landscape vision. Urban farms could become activating poles for rural-urban cooperation. One of the major challenges for metropolitan areas in general are regional landscape visions as basis for an actualized, effective and shared strategic planning and decision-making across sectorial and administrative borders.

TWINNING SESSION BETWEEN METROPOLITAN AREA OF STYRIA AND LJUBLJANA URBAN REGION: INTER-MUNICIPAL COOPERATION (GRAZ, AUSTRIA, 11. 11. 2014, 17 PARTICIPANTS)

The event was dedicated to inter-municipal cooperation which is a good example of policy making beyond administrative boundaries and to its relation to rural-urban municipalities' cooperation. Since in Slovenia there is no formal regional level and inter-municipal cooperation is weak, and in Austria all these levels are developed, the participants exchange some “good practices” and examples.

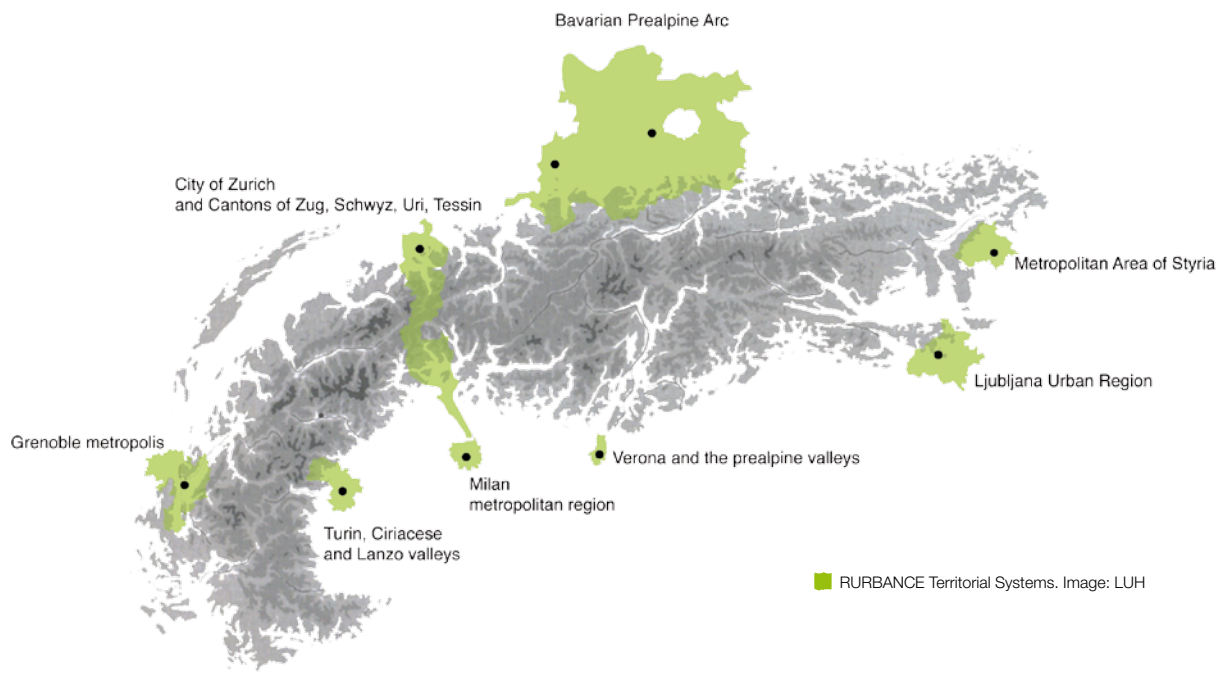


TWINNING SESSION BETWEEN GRENOBLE METROPOLIS, MILAN METROPOLITAN REGION AND TURIN, CIRIACESE AND LANZO VALLEYS: EAT LOCAL, EAT WELL (GRENOBLE, FRANCE, 5.–6. 3. 2015, 50 PARTICIPANTS)

Meeting for the third time on the topic of agro-food, the three partners' discussion and study visits were focused on transformation, supply chain and collective catering policies. Grenoble Metropolis presented the local and integrated organisation joining neighboring territories and mountains Natural Regional Parks on a coordinated policy. A seminar on the topic “eat local, eat well” closed the twinning.

TWINNING SESSION BETWEEN METROPOLITAN AREA OF STYRIA AND BAVARIAN PREALPINE ARC: REGIONAL CUISINE & PRODUCTS (GRAZ, AUSTRIA, 29. –31. 3. 2015, 13 PARTICIPANTS)

The aim of the twinning session was to give an insight to cultural characteristics of the Metropolitan Area of Styria concerning local culinary products and their strategic commercialization. Beside an extensive field trip to world famous manufactory sites in the hinterlands of Graz, a course of lectures by local experts was organized and participants had an opportunity to discuss different successful approaches and to exchange experiences.

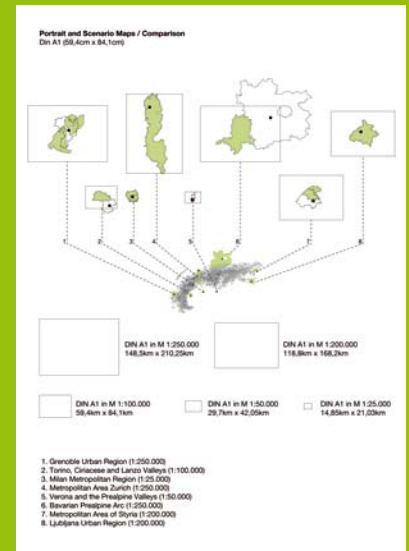


INTEGRATED TERRITORIAL VISION

An integrated territorial vision as overall aim of RURBANCE, in Workpackage 7 is addressed with three different characteristic components according to the project results. Firsthand RURBANCE enhances methodological setup, participative use, and design of territorial maps as most important representation of the Alpine territories involved. These maps – either showing portraits of different territorial characteristics, either visualizing scenarios or visions - are understood as qualitative tools, created for, during and with the analysis and stakeholder involvements. Following the inherent combination of functional, natural and cultural criteria, the maps contribute to regional awareness and decision processes about territorial development. This actualized status of recognized important factors (what territory do we have? What territory are trends leading to?) lays ground for visionary strategies (what territory do we want?) and more precise scenarios with defined time-horizons of 10 or 15 years (what territory can we effectively shape?). In the second part of Workpackage 7 this imaginative and strategic approach is combined with clearly integrated development measures, that are directed toward the RURBANCE approach of rural-urban cooperation and inclusive governance models, enfolding the core themes of the project in a concrete catalogue of measures. In conclusion general remarks from the perspective of RURBANCE towards an Alpine Strategy refer to ongoing discussions of a macro-regional strategy and strategic outlines of programming. Rural-urban relations as important factor for a sustainable setup of Alpine territories are thus highlighted for strategic frameworks and project conceptions.

PORTRAIT MAPS

Showing in a focused manner relevant aspects of the existing territory in thematic threads, as starting point for scenarios for territorial transformation and sustainable local development. Capacity and resilience factors of the territorial setup of the pilot areas are expressed in portrait maps, that include actual trends the territory is moving to, in a combined approach of settlements, mobility and landscape.



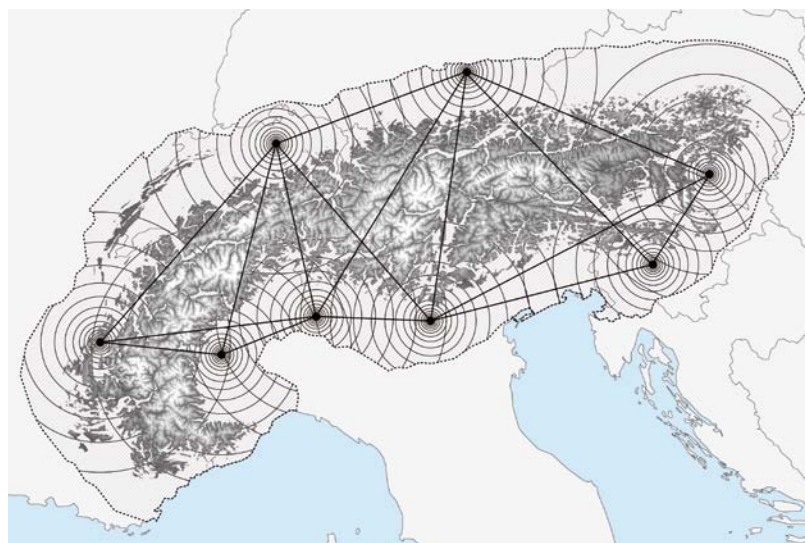
Overview of portrait maps. Image: LUH



Overview of scenario/vision maps. Image: LUH

SCENARIO/VISION MAPS

Project Scenario – Mid Term Perspective: With the Scenario map that projects the thematic focus for the pilot area, the policies integration approach of RURBANCE is described, in order to drive development trends towards the balance of rural and urban areas, with focus on knowledge, innovation, entrepreneurship, environmental quality, use of resources, quality of life. Vision – Long Term Perspective: With the Vision map a common perspective of a new setup of rural-urban structures and relations can be illustrated, addressing also the public and cultural awareness.



FRAMEWORK OF MEASURES

The framework of measures collects the overall local project's approaches of the pilot activities in each region. The collection facilitates a possible transfer to the whole pilot area, or describes further measures connected to the pilot activity, if possible in different policy sectors and administrative levels, also including civil society organisations or private businesses. The policy background and support for each pilot measure aims at combining different policy sectors, and declare necessary adaptations and improvements of policies. In a special focus the framework evaluates the chosen governance models for the measures, how decision and implementation processes are drawn, and how citizens and local stakeholders are involved.

TRANSFER MATRIX

The transfer matrix is oriented towards thematic threads, to facilitate transferability of the regional specific measures, that also differ in scales and policy fields addressed. For the cross-sectorial issue of rural-urban collaboration, the matrix provides a first overview of approaches in the Alps as transferable set of tools.

CONTRIBUTION TO AN ALPINE STRATEGY

As contribution to an Alpine Strategy RURBANCE offers the following strategic elements for territorial understanding, formulation of objectives and displays of measures:

1. Network of Prealpine Metropolises

A coherent vision for the Alpine core as rural-urban territory with high natural values in connection with the Pre-alpine Metropolises, combined with the network of the metropolises as global knowledge and practice hubs regarding rural-urban cooperation, as new part of their global common positioning.

2. Network of rural-urban territories in and around the Alps

Rural-urban strategies and projects as fundamental part of territorial development of the Prealpine Metropolises with their hinterland with the Alpine core and as network of rural-urban territories.

3. Alpine mobility network

Enhanced mobility connections between the Pre-alpine Metropolises (Gotthard, Brenner, Simmering, etc.), public transport by rail, correlated to an increased awareness for mobility axes as guiding development catalysts for the Alpine core. Common Alpine mobility network between highspeed train routes and regional/local trains (vision: one ticket for the Alps), focussed for example firsthand for tourism/leisure mobility.

4. The Alps as multirelational core in European territorial networks

to other macro-regions, programme areas and economic hubs in Europe, due to the Alps' position in spatial models as "European blue banana" or "European Pentagon"

Transferability a strategic considerations to other regions

The four describe strategic considerations are transferable to other regions, e.g. also to flatlands as Poland or to cities and regions around a bay (Baltic sea, Channel, etc.), apart from Alpine specific aspects



CARDS OF TERRITORIAL SYSTEM





Allgäu - Alpine fringe and Neuschwanstein Castle. Image by Klaus Leidorf for Landraum
Munich and the northern Alpine fringe as strong landscape element. Image by Klaus Leidorf for Landraum



BAVARIAN PREALPINE ARC

Munich Metropolitan Region and Allgäu Region as center of the prealpine horizon of Germany

In the German contribution to the RURBANCE project the focus will be on two territories that form the territorial system: the European Metropolitan Region München and Allgäu GmbH.

The Munich Metropolitan Region is one of the youngest metropolitan regions, but at the same time one of the oldest regional co-operations. The association Munich Metropolitan Region was established in 2009 as a result of the fusion of the association Greater Munich Area e.V. and the Initiative Munich Metropolitan Region. The region comprises 24 South Bavarian districts, more than 20 district towns and municipalities and the six independent cities of Augsburg, Ingolstadt, Kaufbeuren, Landshut, Munich and Rosenheim. The Munich Metropolitan Region (EMM) is one of the leading economic regions in Europe.

The Allgäu GmbH was founded in 2011. It emerged from the fusion of the Allgäu Initiative GbR and the Allgäu Marketing GmbH. The main goal is the simplification of the development process and coordination of overlapping spheres of competence.

The area of the Allgäu GmbH is located between the metropolitan areas of Munich, Zurich and Stuttgart. It is composed of four rural and three urban districts. It is a rural area with a few smaller towns, with approximately 650.000 inhabitants. The Allgäu GmbH is situated in close vicinity to the Munich Metropolitan Region. The administrative district of Ostallgäu and the city of Kaufbeuren belong to both units.

Nevertheless the analysis will not solely focus on these two administrative regions – the territorial system – as an isolated unit, but takes the whole context of the pre-alpine horizon of South Bavaria into account. The area from Chiemsee in the East to Bodensee in the West and the Alps in the South forms the territorial context, therewith generating a new territorial reading and vision for the South of Germany.

POLICIES AND STAKEHOLDERS

For the analysis of stakeholder constellations and policies in the territorial system, four thematic threads have been chosen: landscape and agriculture, spatial development and settlements, mobility and energy. The analysis investigates ongoing small scale development concepts und their underlying political decision-making processes, visualized with various tools like maps, diagrams and images. The approach and the themes have been discussed at congresses, workshops or stakeholder meetings, fianally aiming at shaping and sharing common visions of development, to indicate governance strategies, to overcome political borders and to strengthen rural-urban networks in general.

1. THEMATIC THREAD: LANDSCAPE AND AGRICULTURE

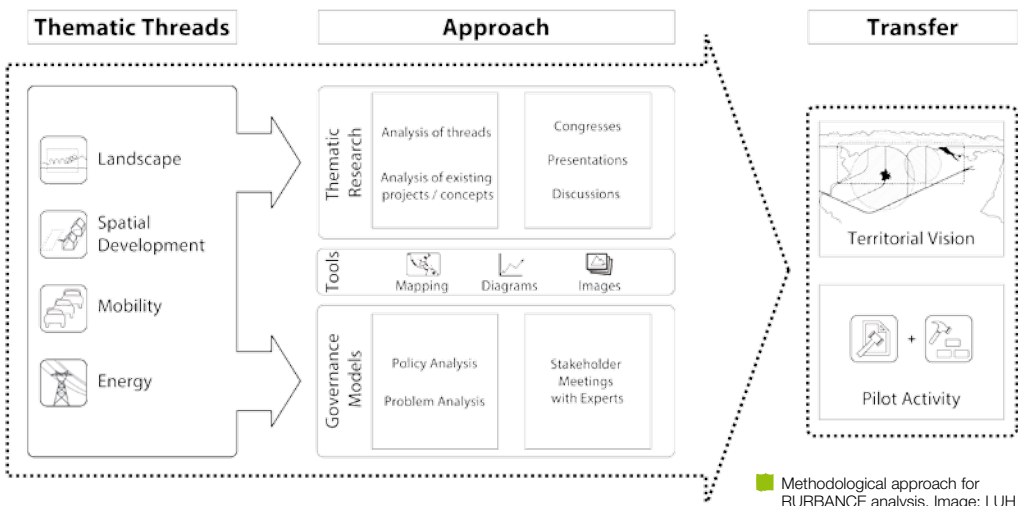
The ongoing spatial transformation of the territorial system leads to several landscape related questions. Extensive land consumption due to urban sprawl and intense demands on natural resources and on landscape in general, is an issue for both urban and rural areas. Since the landscapes of the Allgäu are strongly defined by agriculture, the imbalance in the agricultural sector between industrial farming and the multidimensional agriculture sector also affects other landscape related questions. Though many of the analyzed ongoing local projects in the Allgäu region are addressing this challenge, nevertheless a competent and comprehensive point of intersection between sectorial and administrative separations concerning the thematic field “landscape” has been noted to be missing, in order to re-gain strategic and decisional capacities of involved public and private bodies.



Allgäu - Green meadows and Alpine fringe.
Image by Klaus Leidorf for Landraum

2. THEMATIC THREAD: SPATIAL DEVELOPMENT AND SETTLEMENTS

As for many other regions to deal with urban sprawl and ongoing occupation of land for infrastructures and buildings is crucial for territorial development perspectives, shrinking processes are only to be observed in very peripheral parts of the territorial system. Since the consumption of resources is one of the most important issues for sustainable development, innovative solutions for overall strategies and innovative measures are to be shared and disseminated. The autonomy of municipalities in regard to planning decisions, and interfering sectorial policies, as well as uncertain strategic horizons for public and private bodies until now are challenges for common and effective approaches to re-gain possibilities of shared decisions for the built-up structures of the territory. With an State funded case study project, Allgäu Gmbh actually is developing a shared spatial strategy for three conversion sites, including a coherent marketing of the foreseen science and industrial zones of totally 309 ha.



Methodological approach for
RURBANCE analysis. Image: LUH

3. THEMATIC THREAD: MOBILITY

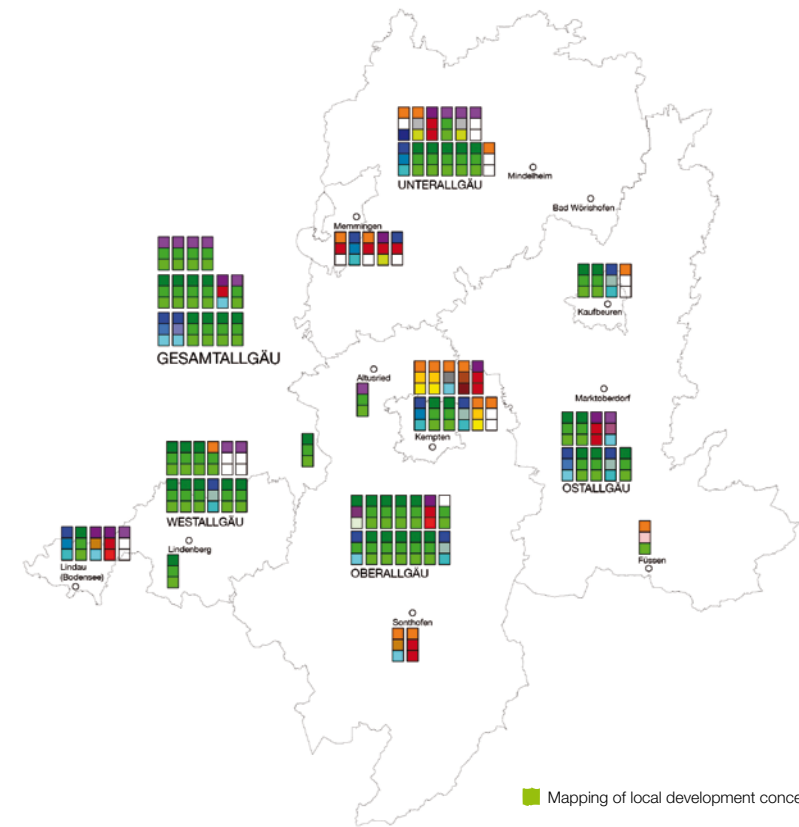
In terms of mobility, common problems can be found in the Bavarian Prealpine arc: the number of daily commuters, who use their private car instead of public transport, still represents a critical aspect; the offer of public transport lacks of intensity, connections and especially of cross-mode connectivity. The Allgäu region is situated in a strategic position between the metropolitan areas of Munich, Stuttgart and Zurich – but as they are not yet connected sufficiently in the European Highspeed Railway net, the region is directly affected by this lack of connectivity. On the regional level, as in the EMM, the train connections are still to be integrated in coordinated local public transport networks, and the interfaces between modes of traffic (with cars, bicycle, foot) are not yet optimised. An overall ticketing and information systems already partly realized for touristic and leisure movements, may become the core of a common regional mobility systems.



Allgäu - Neuschwanstein Castle. Image by Klaus Leidorf for Landraum

4. THEMATIC THREAD: ENERGY

In order to reach the goals of the changed energy policy in Germany, renewable energies are further promoted; Allgäu region installed the regional competence center and energy development agency eza!, as networking institution regarding all energy topics in the Allgäu area; it is supporting various ongoing projects all over the Allgäu and working on ideas of how to establish new energy sources and keep the quality of the landscape in the Allgäu. Eza! consults companies as well as private persons considering the use of (renewable) energy and is partner for climate protection measures of administrative districts and independent cities of the Allgäu.



Mapping of local development concepts. Image: LUH

SECTOR	Energie & Entwicklung	Mobilität & Siedlungsentwicklung	Urban Planning & Land Use	Landscape & Agriculture	Tourismus Soziales Wirtschaft				
POLICY	Klimaschutzprojekt Bayern 2020	BMU-Klimaschutzinitiative	Energie Innovativ	Regionalmanagement Bayern	Interreg III-A	Interreg IV-A	Interreg IV-B	Städtebauförderung	ILEK
LEADER		Regionalplan	Förderprogramm „Flächen sparen durch Innenentwicklung“	Förderprogramm des KDA	Kommunalrichtlinie				
INITIAL STAKEHOLDER	StMWVT	LIU	StMI	BMU	BMVBS	BBSR	StMELF	StMUG	
	StMAS	Luftamt Südbayern							

ALLGÄU GMBH REGIONAL DEVELOPMENT INITIATIVE AS GOVERNANCE MODEL

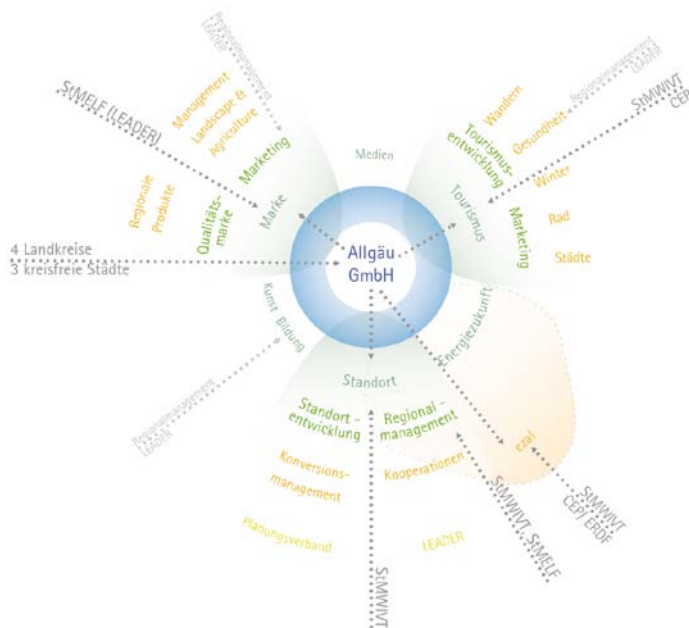
The analysis of policy backgrounds and stakeholder constellations in an in-depth view has been focussed on Allgäu region as new territorial development association. The Allgäu is a natural and cultural region of foothills and mountains located at the edges of two federal states, Bavaria and Baden-Württemberg. Thematic areas, strategy and decision processes and private involvement beyond the existing and highly successful regional cooperation areas of tourism marketing, economic development and branding are constituting the question and aim of this research. Processes to how to discuss and share common aims and procedures in territorial policies emerge as main question for sustainable development. The administrative organisation of Allgäu region appears quite complex with several districts, independent cities and smaller municipalities. Together with the sectorial splitting of theme-related strategies and possible decision-making, horizons for new governance models therefore are limited and call for an incremental approach that starts both from a shared vision and concrete projects for challenges valued as common concern. In the following main target fields, improvement of coherent territorial governance have been identified:

INSTITUTIONAL COORDINATION

The institutional system of the Allgäu regional development initiative is vertically organised with a general assembly (AIK), a supervisory committee, thematic departments (tourism, brand, dwelling) and business segments (winter, hiking, biking, health, cities, culture, economic promotion). All partners are involved in supervisory committee, departments, business segments. The institutional coordination is dealt with in the supervisory committee. Horizontal cooperation in projects are organised by Allgäu GmbH through thematic networks (economic promotion, department meetings, business meetings). The legal relationship between Allgäu GmbH and State Ministries of Bavaria confines only on the administrative support of projects.

CIVIL SOCIETY AND PRIVATE ECONOMY INVOLVEMENT

Chamber of crafts, Chamber of Commerce and Industry, Tourism Board Allgäu/ Bayerisch Schwaben, rural districts, cities and communities are involved in the process. There are some additional members which are members: Kempten University of Applied Sciences, unions, farmers' association, and supporting business firms. The stakeholder play different roles: Project partners, associates of Supervisory committee, associates in several working groups and of AIK; especially contributing with expertise to enhance the decision-making process but also with initiating projects and ideas providers. Some stakeholders are still out of the partnership like LEADER groups & Euregio via salina (cooperation), as are four independent organizations on the level of the districts. A collaboration with the Allgäu GmbH has already started, concerning the determination of strategies and common targets in order to foster the regional development. Citizens generally have the possibility to present ideas and recommendations to their local LEADER group. If those ideas have an transregional aspect they will be discussed and promoted to other LEADER groups and Allgäu GmbH. Furthermore a regional call for ideas already did contribute highly to involve privates and to integrate ongoing initiatives.

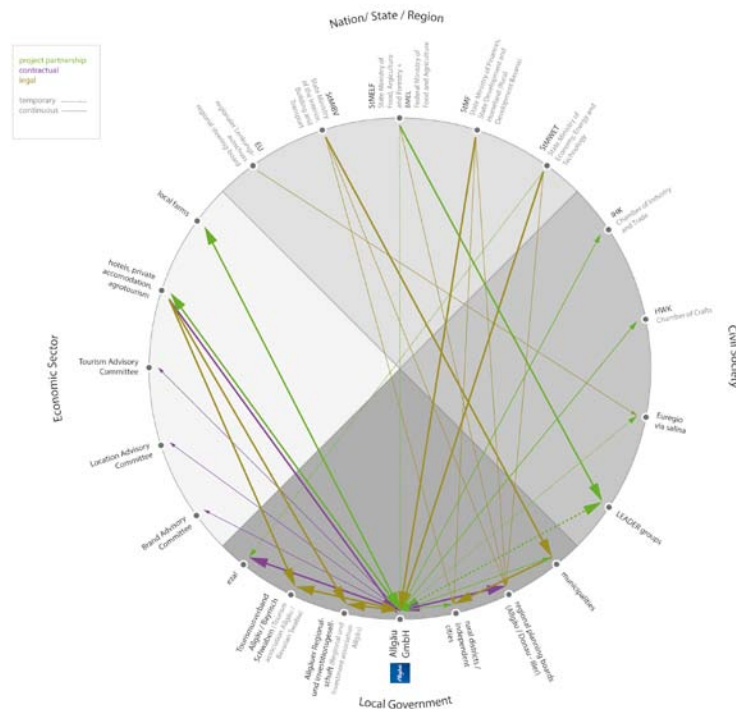


EFFICIENCY OF THE PROCESS

The overall strategy of the Allgäu regional development initiative has been discussed with the Allgäu Vision 2020 in different declinations: tourism strategy 2020, brand strategy 2020, dwelling strategy 2020. Each declination defines its own objectives; the strategy is mainly implemented through a "projects approach" with changing partnerships. The projects are financed by the project partners and administrative support, combining different state, federal and European fundings. The aim of a clear definition of objectives and measures led to design the 2020-strategies as step-by-step evaluable approach with concrete goals. The achievement of objectives is checked every year within the general assembly and the supervisory committee.

ECONOMIC EFFICIENCY

The private sector is strongly involved within the supervisory committee and the thematic departments, contributing with expertise, project ideas and initiatives, and providing financial support to the project partnership. Private business firms are directly and indirectly associated to Allgäu GmbH.



Stakeholder wheel of Allgäu GmbH - Regional Development Agency. Image: LUH

BALANCED APPROACH, SECTORAL AND TERRITORIAL INTEGRATION

Despite the cooperation within the thematic committees, conflicts between different interests regarding the main strategy and the several partners have to be foreseen and dealt with in the discussion and decision processes. In detail the interests and the strategy of cities, communities and chambers have proven occasionally to be different from the strategy of the Allgäu GmbH. In terms of rural-urban relations, analysis and discussion of main topics in the committees aims at an coordination of different interests: Urban parts of Allgaeu (Memmingen, Kempten and Kaufbeuren) are to be balanced with the rural areas within the cooperation structure of Allgäu GmbH. The district Ostallgäu and the city of Kaufbeuren additionally are also members of the EMM.

The agenda of Allgäu GmbH with its rooted setup succeeded in integrating important players from the Allgäu to commit to the Allgäu GmbH as central panel (bottom-up). The work of Allgäu GmbH itself focusses on projects and topics like tourism in mountain areas, coordination of business zones, branding. In an extended view additional regional topics - as territorial development, landscape and settlement strategy, marketing and qualifying of regional products may be next steps to a deepened regional cooperation.



■ Allgäu - Forggensee. Image by Klaus Leidorf for Landraum



Thematic Threads for Development Discussion Tables. Image: LUH

IMPROVING RURAL-URBAN COLLABORATION IN THE ALLGÄU

Regional stakeholders discussed in the frame of RURBANCE with local and external experts in relation to the four thematic threads for further regional cooperation in territorial development, focused on rural-urban interfaces. The Working table on 14/06/05 in Illerbeuren/Allgäu assembled stakeholders from the pilot area Allgäu, administrators and politicians. Even if the discussions highlighted already active and accepted governance-models within the Allgäu area, it was convened that in the four thematic threads governance and cooperation need to be improved.

1. LANDSCAPE:

Within the Allgäu area landscape will always be in conflict between the thematic threads energy / economics, agriculture and tourism. Only if all three thematic threads create coordinated, sustainable and well-considered approaches to solution, the typical and famous scenery of the Allgäu can be obtained.

2. SPATIAL DEVELOPMENT:

The transition between landscape and spatial development is nearly fluent. Especially within the spatial development the region has to cope with huge challenges. In the next years the main points of the discussion will be the intercommunal collaboration and an integrated inner development. Only together with all involved players a sustainable solution can be created.

3. MOBILITY:

The main topic within the thematic thread mobility is further on an administrative district overlapping structure of the public traffic system both for local inhabitants and tourists. Above all the implementation, funding and feasibility of such a proposal has to be discussed. Even there there will be no progress without Allgäu-wide cooperation.

4. ENERGY:

Meanwhile the Allgäu is considered to be a best-practice example within the field of energy. eza! is a flagship institution within the Allgäu, which attracts attention Germany-wide. In the future it will be important to concentrate the offer and the success on the right users and customers, in order to spread information purposefully.

A VISION FOR THE BAVARIAN PREALPINE ARC

The Working Table on 14/11/04 in Cloister Irsee/Allgäu involved local and territorial politicians, administrators and experts from the Allgäu Region and the European Metropolitan Region Munich (EMM).

Especially regarding rural-urban cooperation a series of common questions and challenges are well-known along the Prealpine Arc, nevertheless common territorial perception, strategy building and action approaches are seen as difficult. First steps can follow these three steps below:

1. RURAL-URBAN COOPERATION

Both Allgäu and EMM include urban and rural areas, and are challenged by different legal, funding and cultural setups for rural and urban. An up-to-date perception of territorial reality and a shared vision of the Bavarian Prealpine Territory can support the necessary awareness process as first step to integrate sectoral policies and to close the gap especially between rural and urban development procedures.

2. THEMATIC FIELDS - INTERFACES BETWEEN SPATIAL DEVELOPMENT, MOBILITY AND LANDSCAPE

Policentric spatial development in combination with the thematic fields settlement development, landscape development and mobility development are addressed as future main part of both Allgäu's and Munich Metropolitan Region's strategic missions. The analysis and approach of RURBANCE, as well as initiatives and projects started by the two regions are laying ground for this important discussion and definition of territorial development aims. Specifically the state and federal levels will have to address them to shift incentives, legal and administrative backgrounds and funding to this renewed vision of rural-urban cooperation.

3. GOVERNANCE MODELS – POSSIBILITIES FOR COOPERATION BETWEEN EMM AND ALLGÄU

Allgäu GmbH as international Good Practice for new regional cooperation and decision making will optimise the combination of funding programs for concrete projects and try to influence policy backgrounds for better regional success and impact of development projects. The European Metropolitan Region Munich EMM actually is discussing a reshaped strategic setup, and aims at focussing more on concrete cooperation development projects. The possible formats and organization models for a cooperation between Allgäu and EMM will be related to addressed topics, due to very different stakeholders and policy background connected to the topics.

Since the European Metropolitan Region Munich and Allgäu GmbH are both bottom-up initiatives and organised as associations, and due to German Planning Law (autonomy of the municipalities), common decision-making and implementation processes regarding settlement and landscape are difficult to design and organise. Increased public and decision makers' awareness will play an important role to obtain a more coherent and sustainable vision and governance model how to shape the future of Prealpine Territories in Bavaria.

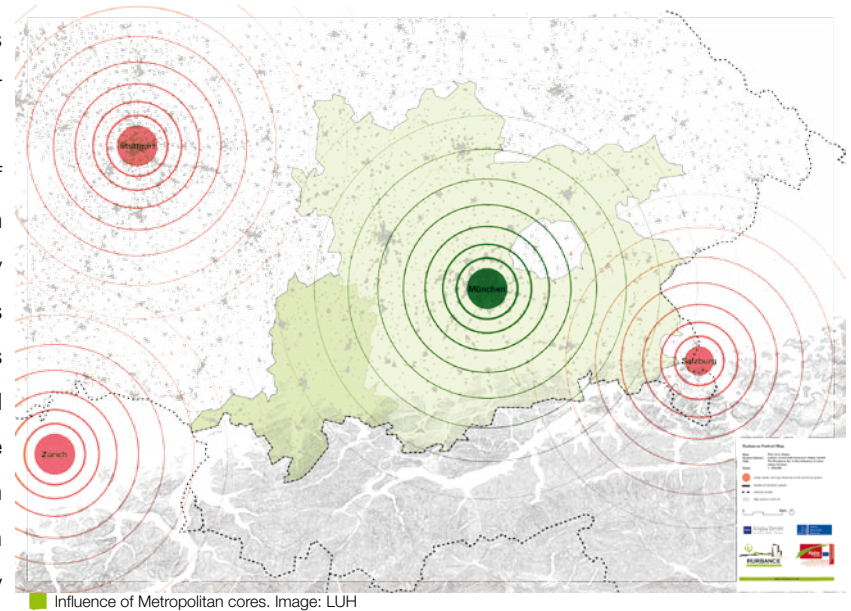


■ Territorial System: European Metropolitan Region Munich EMM and Allgäu Region. Image LUH

A POLICENTRIC LEITBILD

towards a landscape and polycentric territorial vision for the Bavarian Prealpine Arc

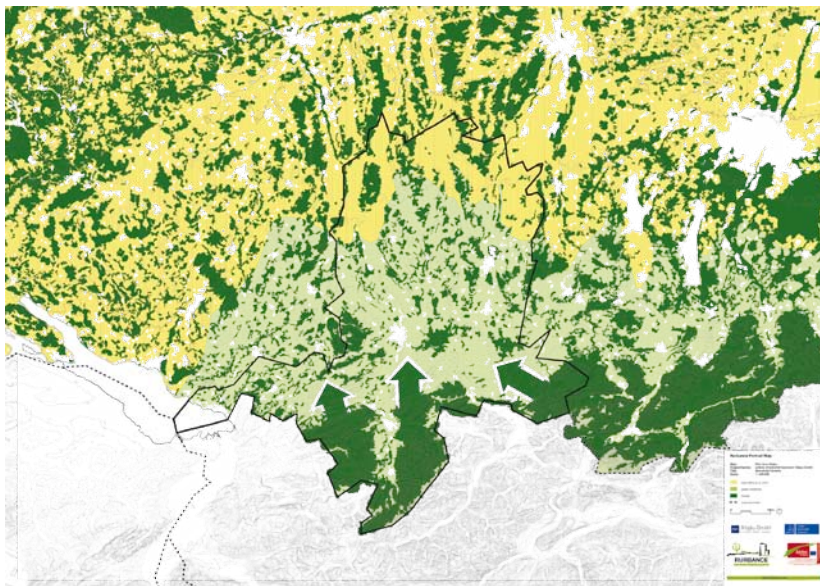
The use and production of maps and illustrations in RURBANCE is seen as strongly connected with the analysis both of the territory and of the stakeholder constellations, and has been drawn following the different experts' workshops, stakeholder meetings and public manifestations. Regarding the aim of RURBANCE to re-balance rural-urban relations and to re-start cooperation through new governance models, an actualised understanding of the highly complex mix of rural, urban and natural elements and their centralities, peripheries and networks in the Prealpine and Alpine territories has been formulated as necessary basis; on this ground reasonable and effective discussions and illustrations of strategic and visionary images of the territorial futures are substantial and sustainable. For the German case the chosen territorial system - the Bavarian Prealpine Arc as combination of the Metropolitan Region Munich and the Allgäu Region, from Salzburg to Bodensee - may be seen commonly as imaginative background for economically successful areas, but until now not as shared space to be shaped and decided on for the future. Therefore a mapping of visions should integrate values, resources, and needs in functional, ecological and cultural perspectives to achieve a balanced development vision for the rural-urban setup of the Bavarian Prealps. Visionary and communicative methodologies and examples regarding the territorial futures are considered one of the important results of RURBANCE.



TERRITORIAL PORTRAITS

CONTEXT

The influencing metropolises in and around the territorial system are Munich, Stuttgart, Zurich and - on a smaller scale - Salzburg. As pilot area Allgäu - defined part of the Bavarian Prealpine Arc - is located in between these urban influences, but shows in itself an urban layer connected and combined with different rural layers. Understood comprehensively, with ca. 0.65 Mio inhabitants, the Allgäu can become a strong player in these spatial contexts. Therefore the important relation of the Allgäu region to the Metropolitan Region Munich is evaluated not as the only larger scale relation for the region. On the other hand the Metropolitan Region Munich in itself underlies also influences with other Metropolitan systems, but also in its size of 5.6 Mio inhabitants it offers the potential of a complex and articulated network of centralities and of micro-regions in process of congregation according to actualized territorial challenges and potentials.



LANDSCAPE

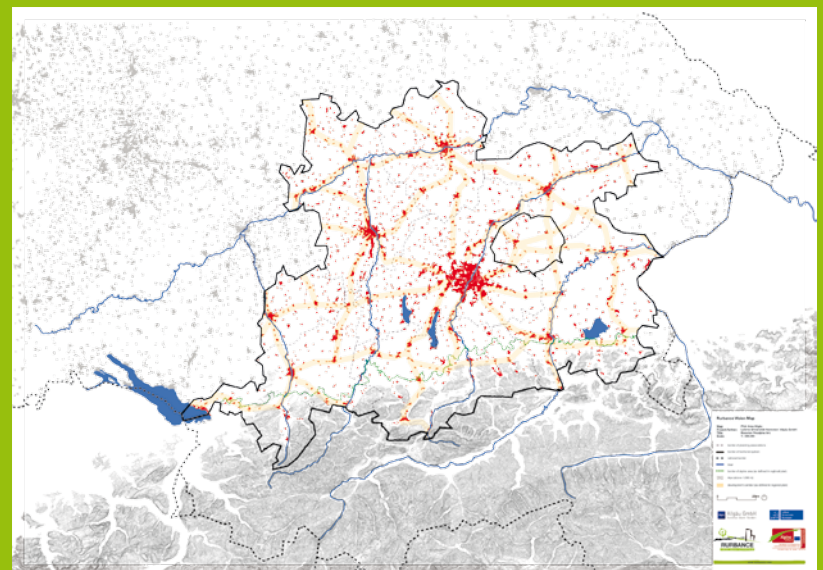
The landscape of the Allgäu is characterized by its agricultural use, as the typical grassland, forests and croplands. A long tradition of dairy production shaped the green Allgäu landscape in the foothills and on the Alpine fringe itself. Green meadows with the typical cows represent the image of the Allgäu. This is an important factor; not only for tourism and economy. Large areas are getting transformed into areas for industrial farming, e.g. for corn production. Slopes in the mountain regions, which were formerly used for agriculture, are given up since they cannot be used for industrial farming: woods are growing again and taking back former cleared woodland areas. The maps of these two - most obvious - phenomena related to landscape transformations hint also at the complexity of these processes and the related possibilities (or non-possibilities) to decide upon those transformations on a regional scale.

SPATIAL DEVELOPMENT

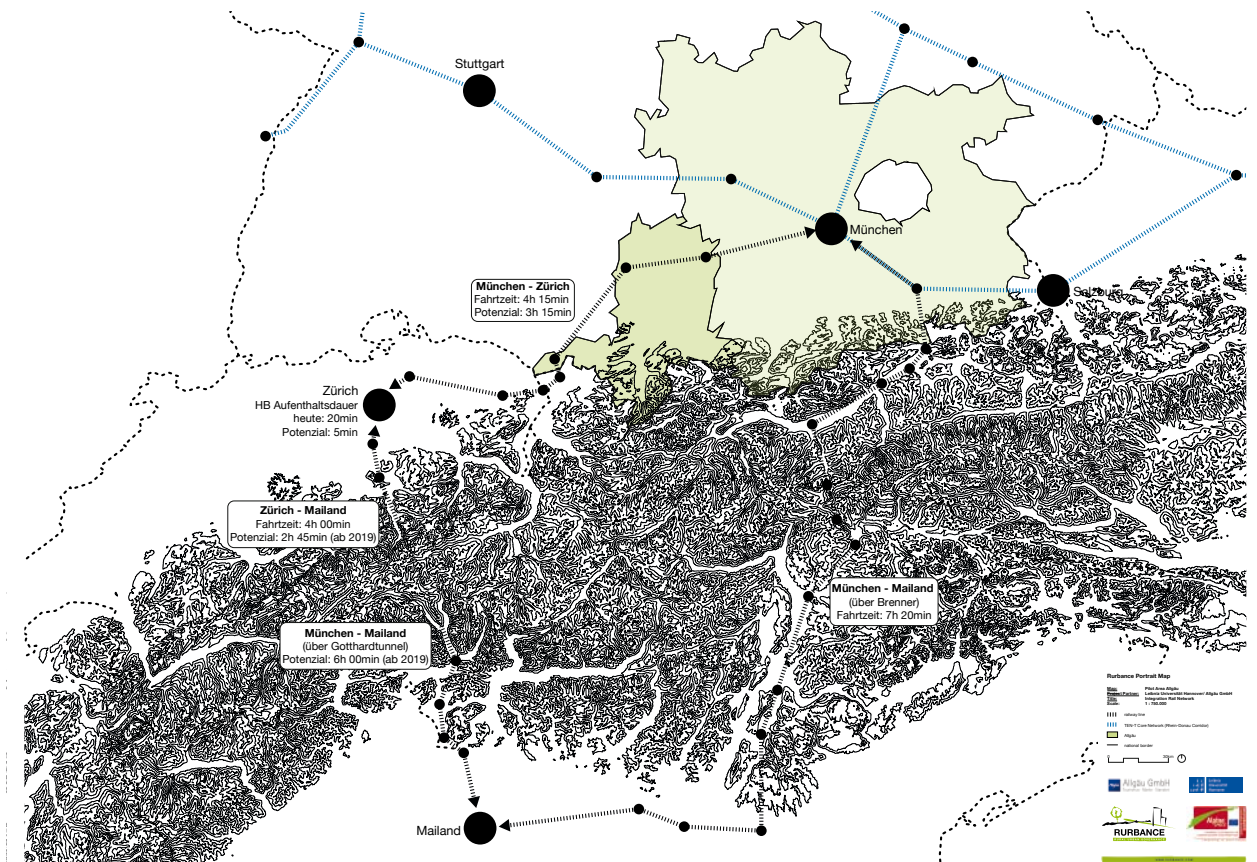
As many other regions the Allgäu is affected by demographic changes. Especially mountain regions are affected by emigration. Many people move from those regions into urban centres. Therefore big parts of those regions, except some few important -tourist centres, are shrinking. Growth is focussing mainly on some urban centres. The highway from Munich to Zurich connects those growing areas and can be seen as a motor for further spatial development - to be balanced on local level at least. As in many other regions urban sprawl causes problems for the Allgäu. The focus on internal development concepts offers the potential to meet the need for new housing without further big housing interventions in the sensitive landscapes of the Allgäu. Areas which were formerly used for military purposes offer great potential for these purposes.

MOBILITY

The Allgäu - between the metropolitan regions of Munich, Stuttgart and Zurich - lacks efficient connections inside the European high-speed rail network and to the airport hubs. The small Allgäu airport as regional achievement remains in an uncertain status in a rapidly changing airline economy. Especially an improved train connection towards Zurich and Munich - with the strategic value of better connecting the two metropolises - would enhance development perspectives for the Allgäu region in between. This improvements would not only strengthen work and goods- related transport but also tourist and leisure accessibility. For the Allgäu itself one comprehensive transport association would be promising for the future - therefore it is even more important to have concepts for networks among different traffic modes.



Portrait Map Allgäu: Settlement structure and planned development axes. Image: LUH



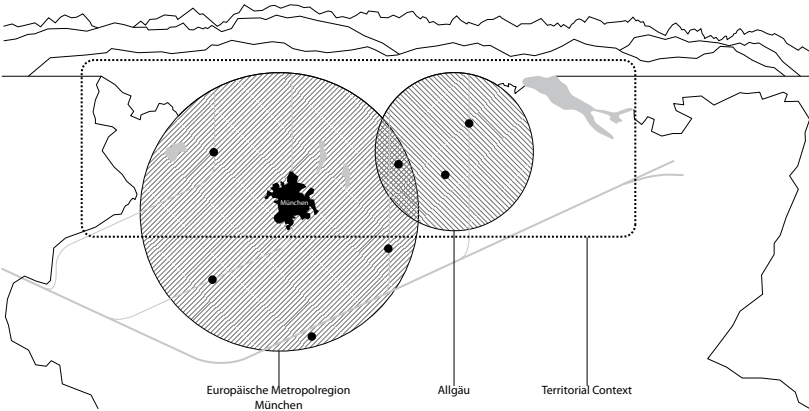
Portrait Map Munich/Allgäu: High-speed Rail Connections with Zurich and Milan. Image: LUH

TERRITORIAL VISION

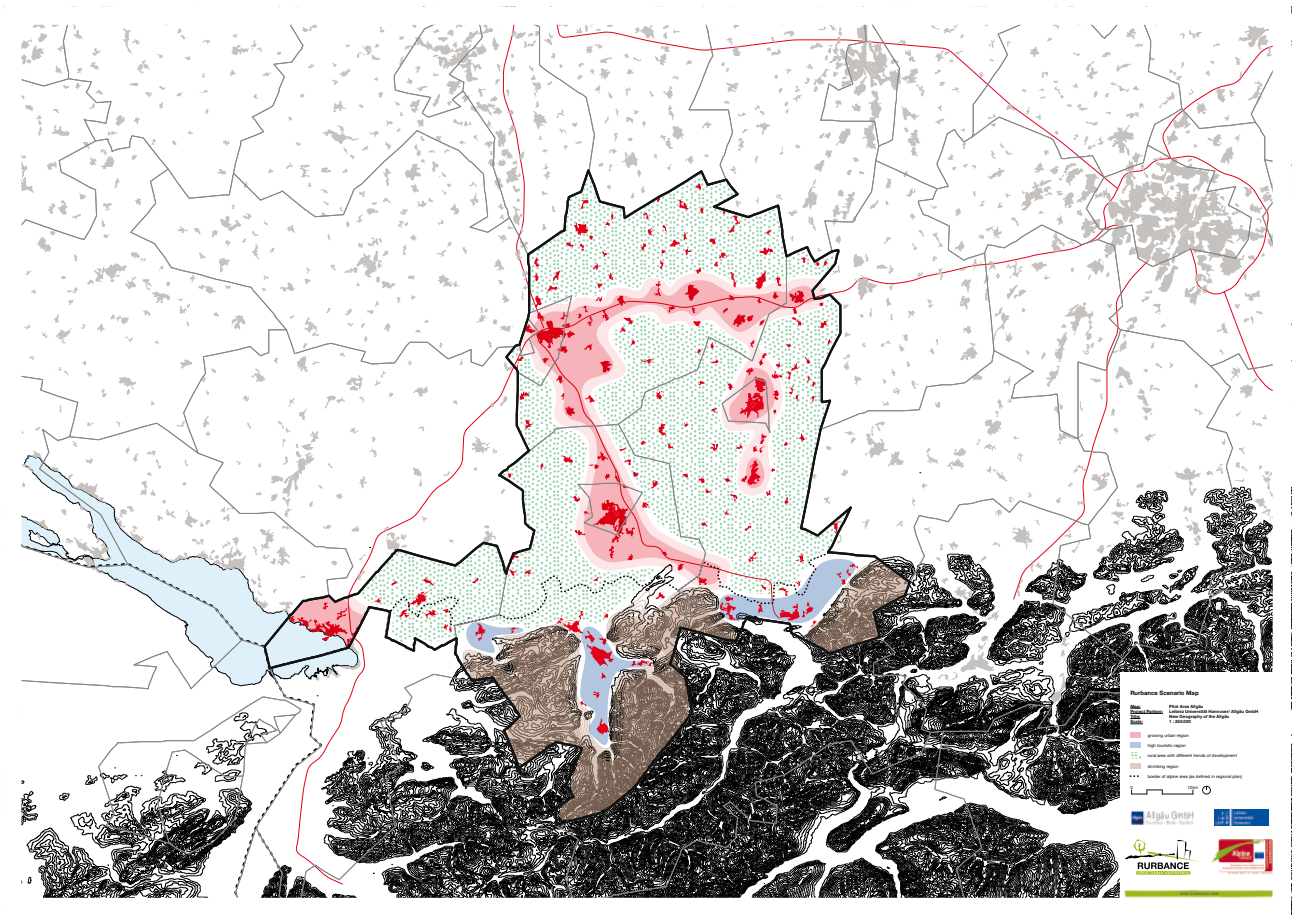
In common perception the area of the Bavarian Prealpine Arc is a monocentric system with Munich as its clear centre. To a certain degree this perception is consistent with functional relations of the region and its development tendencies. But this monocentric tendency is already causing problems due to an imbalance between the different parts of the region, in the provision of housing and infrastructures in centres or their lack in peripheries, in difficulties to find balances between leisure, resource use, nature protection and aesthetic values of prealpine landscapes.

With the contribution of a vision of the Prealpine Arc as connected and coherent space, depending on its landscape and settlement patterns and values, RURBANCE aims at a policentric leitbild, with the Prealpine area as one policentric network. Munich is not considered the centre of this region but one important part of the whole; rural areas are not just the remaining areas between the cities but are an equivalent part of the network. This leitbild in the future may be based on the different regional plans and combines its development scenarios and is considered a first concept visualisation, to envisage a more resilient and sustainable future for the region.

This policentric and landscape related perception and vision of the region can be used as starting point for of a closer look at the pilot area Allgäu. In a new version of a “regional map” established categories of spatial description may be shifted towards an actualised image of rural-urban conditions and potentials. Different types of spatial phenomena in this approach can define the framework of a future setup of the Allgäu - growing urban networks along infrastructure towards adjoining metropolises, or near regional centralities, the tourist hotspots, but also shrinking areas mostly in the mountains, or more agricultural areas in-between, with different trends, one of them could be small-scale tourist patterns. Other parts are influenced by a new definition of agriculture between industrialisation and multifunctionality. The influence of the adjacent regions further contributes to the complexity of the characteristics of the region.



■ Vision of the Bavarian Prealpine Arc as one coherent territorial unit. Image: LUH



■ Scenario Map Allgäu: a new geography of rural-urban patterns. Image: LUH

DEVELOPMENT MEASURES

ALLGÄU REGIONAL PRODUCTS INITIATIVE

Where can I find regional milk in my area? Are there even organic producers who sell their products directly in my neighborhood? In which guesthouse can I enjoy dishes made from local products? Until now, it has not always been easy to determine where local products are available. Now that is about to change thanks to the platform for regional products: it shows potential customers the way to the nearest dealer and offers the producers of regional products a platform to present themselves in an attractive and easy way. The focus of this project is to establish a common marketing platform for regional and local products which strengthens the network of local producers.

AIM AND SETUP OF A PLATFORM FOR REGIONAL PRODUCTS

The project includes the creation of a database for regional products, with the play-out platform on the Allgäu GmbH website (allgaeu.de, standort.allgaeu.de). Furthermore, the database provides the basis for a Regio App. This is a mobile solution for tourists and inhabitants to demonstrate - for the first time and free - the nearest way to the nearest desired regional product. Due to the integration of maps the platform makes nearby dealer visible on the map, e.g. regional organic eggs. The platform used in conjunction with a smart phone easily shows a farm shop or supermarket that sells the desired product. It also serves as a route planner and delivers more interesting information about the producer. Two categories are planned: regional shopping and eating. The new approach is to deliver an information platform that can be used by inhabitants as well as by tourists. One of the most important economic sectors in the region Allgäu is the tourism industry and therefore tourists are important and regular consumers of regional products.

Planned content of the project:

- ① Search and collect information of regional initiatives for the regional products database
- ① Establishment and installing a Regional App
- ① Networking of local producers, restaurants, initiatives and partners
- ① Marketing and promotion for the Regional App



Map of Allgäu as rural-urban region. Image: Allgäu GmbH



The project aims at the creation and establishment of a new network from local products. At the moment there are already a few regional initiatives like of “Landzunge” and “Bioring Allgäu” or even at the lowest local level like the “Pfrontener Direktvermarktung Pfad”.. Due to this project the partners of the regional initiatives can be bundled and common communication and marketing efforts can be achieved. The marketing platform is the first step to work together and develop concepts for marketing and communication. The platform will illustrate restaurateurs, producers and suppliers regional products. Local initiatives are expected to support the project by delivering adequate information.

The project is involved in the action field farming and regional products. The regional platform supports the marketing of regional foods under compliance with clear quality criteria of the Allgäu brand. Sustainability in terms of brand Allgäu is the optimum interplay between ecology, economy and social. The working groups with about 60 Allgäu entrepreneurs have established a total of six sustainability criteria with a very high priority. These criteria of Allgäu brand partners will be used to valid partners in the field of regional products. Companies that want to be branded partner must be able to demonstrate activities in four of the six criteria. The Regio App also manages advertising for the Allgäu in close cooperation with a sustainable tourism. On the other hand is raises the awareness for a liveable and healthy region.

The Regio App aims at a reinforcement of the existing governance model of Allgäu GmbH by bundling existing efforts and bringing together diverse actors in this field of regional products. Due to differences concerning philosophy and methods of manufacturing between diverse producers of regional products it is still difficult to achieve agreements concerning e.g. quality criteria. With the new Regio App there is a chance to reopen this discussion. Another goal is to strengthen the inhabitants' awareness on the quality of regional products and to establish a strong network of regional producers and other stakeholders, such as the farmers' associations and other involved organizations.





The territorial system corresponds to the functional urban area gathering the urban agglomeration, the peri-urban territories and parts of PNRs. This situation illustrates the particular needs in having the city and mountains in such close proximity and the conditions to create effective and sustained dialogue between diverse entities. It highlights also the crucial role of PNRs in building balanced relationships between cities and mountains by involving urban and rural governments through their charters.

The territorial system has a strong identity, the local economic system a strong capacity of resilience and there is a tradition of cooperative planning. On the other hand, there is a loss of demographical and economic attractiveness, a fragmentation of the institutional organisation and a lack of valorization of intermediary spaces.

RURBANCE examined the ways in which these territories could highlight their complementarities. It aims at helping local decision-makers to strengthen an inter-territorial process to promote cooperation between city, valleys and mountains. One of the key component is the capacity to manage a city-mountain relationship through the cooperation between metropolis and the Natural Regional Parks.

GRENOBLE METROPOLIS

The Grenoble urban region, with 670 000 inhabitants, is the main urban area of the French Alps (2nd metropolis of the Rhône-Alpes region) and an important centre of high-tech research and industry. Its main specificity comes from its location marked by mountain environment creating discontinuity between the urban space and the peri-urban area with:

- ④ Valleys of the Isère and Drac rivers with a very high intensity of human occupation,
- ④ Foothills marked by increasing suburban habitat while preserving agricultural and natural land,
- ④ Mountains (Vercors, Chartreuse, Belledonne) labelled as Natural Regional Parks (PNR) with great natural spaces and linked with the urban area through tourism and recreation activities.

TERRITORIAL PLANNING AND SUSTAINABLE DEVELOPMENT: WHAT RELATIONSHIP TO LOCAL POLICIES?

Grenoble's territorial system is affected both by sectoral policies (mobility, agricultural development, tourism, environment, and landscape) and by territorial planning documents (Territorial Coherence Plan (SCOT), Regional Natural Park Charters) that establish an overarching framework for these sectoral policies. The Isère plain and the Belledonne mountains are included within the scope of the Grenoble Urban Region's SCOT, while the Chartreuse and Vercors mountains use their charters to define local development priorities.

The main actors involved in these policies are the inter-municipalities within the territory (Grenoble Alpes Métropole, Pays Voironnais, Grésivaudan, etc.), which have come together as part of a Public Institution to draft the SCOT. Meanwhile, the two Natural Parks are managed by mixed syndicates which bring together the communes, Departments, and the Rhône-Alpes Region.

TERRITORIAL COHERENCE PLANS AND THE REGIONAL NATURAL PARK CHARTERS

The Territorial Coherence Plan (SCOT) developed in 2012 covers a vast area with 739,000 inhabitants in 273 communes. It applies to the area around Grenoble, Voiron, and a network of small cities, at the intersection between the Alpine Corridor and the Grenoble Urban Region. This SCOT includes a Planning and Sustainable Development Plan with three main objectives:

- 1 Restore balance to territorial development by bringing residential areas closer to jobs, facilities, and services in order to reduce mobility
- 2 Organise the urban region in a more polycentric way
- 3 Protect agricultural and natural spaces

In order to reach these objectives, a guiding document was drafted to define the guidelines and objectives (limits between urban and natural spaces, construction potential) with which the Local Urban Development Plans must be compatible. These guidelines are defined for each of the sub-territories within the Urban Region (Grenoble conurbation, Pays Voironnais, Grésivaudan, Trièves). The economic development model that was chosen is founded on the existence of a main centre made up of research and technology activities that affect the rest of the metropolitan economy. The SCOT emphasises that development must be balanced between the central part of the urban region and its peripheral areas.

The Regional Natural Park Charters are more focused on local development. They emphasise the need to preserve and promote the diverse landscape of its two mountain ranges, which is the territory's main resource and could be negatively affected by unrestrained urban development. The Chartreuse charter stresses the need for agricultural development that takes into account environmental and water resource protection, as well as the development of forest products and the creation of revenue from local leisure activities. The Vercors charter sees the future of its agricultural development in the promotion of local products and the development of short supply chains. It wants to bolster the tourism sector by diversifying its activities and improving its brand image.





SECTORAL POLICIES AND CHANGES IN THE REGION'S ROLE



Concurrent with this territorial planning, the inter-municipalities that make up the Grenoble territorial system have undertaken a variety of initiatives in different fields.

Grenoble Alpes Métropole has developed a conurbation project designed to strengthen economic competitiveness and establish a form of spatial organisation that is based on an enhanced historic centre and three secondary centres. It adopted two Urban Transport Plans (2000 and 2007) to develop public transport and active mobility, promote inter-modality, and improve the relationship between urban planning and transport. In 2007, the Métropole approved a Green and Blue Plan that anticipated the guidelines of the Regional Ecological Coherence Plan drafted by the Regional Council in 2014. The other territories in the Urban Region, such as the Regional Natural Parks or the Pays Voironnais, are also working to promote more environmentally-conscious modes of transport and have developed a number of initiatives for landscape protection and biodiversity conservation.



Unlike some other European countries (Germany, Spain, Italy, or Switzerland), the French regions still don't have the power to oversee local policies in the fields of urban planning and territorial planning. The Rhône-Alpes Region currently supports local development initiatives undertaken by local actors (sustainable development contracts, financing for Regional Natural Parks). This role will soon change because of a new law calling for Regions to develop a Regional Sustainable Development Plan for the territory that sets strategic guidelines for the entire region and specifies terms of implementation that are adapted to each territory. The SCOTs and the Local Urban Development Plans will need to be compatible with these strategic guidelines.

A SHARED AGRO-FOOD STRATEGY FOR THE GRENOBLE REGION IN THE COMING YEARS?

RURBANCE partners work on several pilot activities in order to demonstrate how rural-urban issues could be addressed on local policies. They are related to topics linking rural areas to the Grenoble metropolis.

In the context of strong urban pressure and institutional fragmentation and enhancement of local agriculture as part of the alpine metropolis is an emerging issue. The development of a local approach from agricultural production to food policy is crucial for the coming years.

The definition of a food strategy raises the question of the complex relationship between production areas and consumption areas, the preservation of agricultural and natural land to urbanisation and the will to maintain a productive function.

From an initial partnership between Grenoble-Alpes Métropole and the neighbouring territory of Pays Voironnais, the idea to design a “roadmap “ for the incoming years was extended to other territories (PNR of Vercors and Chartreuse, Association of Belledonne mountain, groups of municipalities) in the perspective of Leader 2014-2020.

All these territories decided to work together at the scale of the urban region in a long-term process. The common roadmap will be a way to ensure a clear vision for all. Because of the connection with economic, social and territorial issues, the topic needs horizontal approach and strong coordination. The challenge is to organize an inclusive and balanced governance able to mobilize a large and complex partnership including also Region, Province, Chamber of Agriculture, private actors and civil society with no formal leadership.

The establishment of a agro-food strategy requires strong involvement of private actors to organize the chain from production to consumption. It must involve farmers, actors of the food chains (traders, caterers, consumers), environmental and social actors. The private sector has a strong presence due to economic implications. It is a challenge in itself to mobilise it in its diversity (catering, local shops, supermarkets, ...).





A RURAL-URBAN PARTNERSHIP TO CREATE A MOBILITY AGENCY IN CHARTREUSE MOUNTAIN

Nowadays, urban mobility has to be addressed at the scale of the urban area. In Grenoble, it means to include specificities of mountains territories (slope, low density of population) where alternative solutions to solo-car are an emerging need. But the transport authorities work under institutional perimeters which are not always able to address these needs.

A survey on mobility practices on Natural Regional Parks (PNR) led by Region Rhône-Alpes made a range of proposals. In Chartreuse (North-East of Grenoble), the recent enlargement of the Grenoble-Alpes Métropole creates a new institutional limit within the massif. The Metropolis and the PNR of Chartreuse have to take into account new needs and new ways to organise mobility. A shared approach between the two institutions is an opportunity to find solutions adapted to local context.

Because of the multiplicity of local authorities, the project requires significant coordination to involve a wide range of stakeholders and to create a horizontal governance involving upper-level authorities and the civil society. The strong involvement of the PNR will ensure that the mobility plan will be part of an integrated approach which is the purpose of its policy.

In Chartreuse, civil society is not mobilised on the issue of mobility and there is a

stake to better understand the real needs. Their implication remains to express citizenship specific demand but also to co-build solutions.

The aim of the future mobility agency is to organise the mobility at the scale of Chartreuse mountain, connected with Grenoble urban mobility policy. The choice of the leadership of the future implementation plan is a crucial issue. Because the PNR has no power on mobility policy, it must liaise with inter-municipal authorities (Community of Municipalities Heart of Chartreuse) and the General Councils of Isère and Savoie to find the right way to manage the agency.

A BETTER ORGANISATION FOR A GOOD ACCEPTANCE OF LEISURE ACTIVITIES IN SENSITIVE AREAS NEARBY METROPOLIS

Chartreuse, Vercors and Belledonne mountains are rural territories directly linked with the dense and urbanized part of Grenoble agglomeration. They have to face rural development based on the valorisation of quality and local productions or leisure activities organization, in compatibility with natural spaces protection and regeneration they are in charge of.

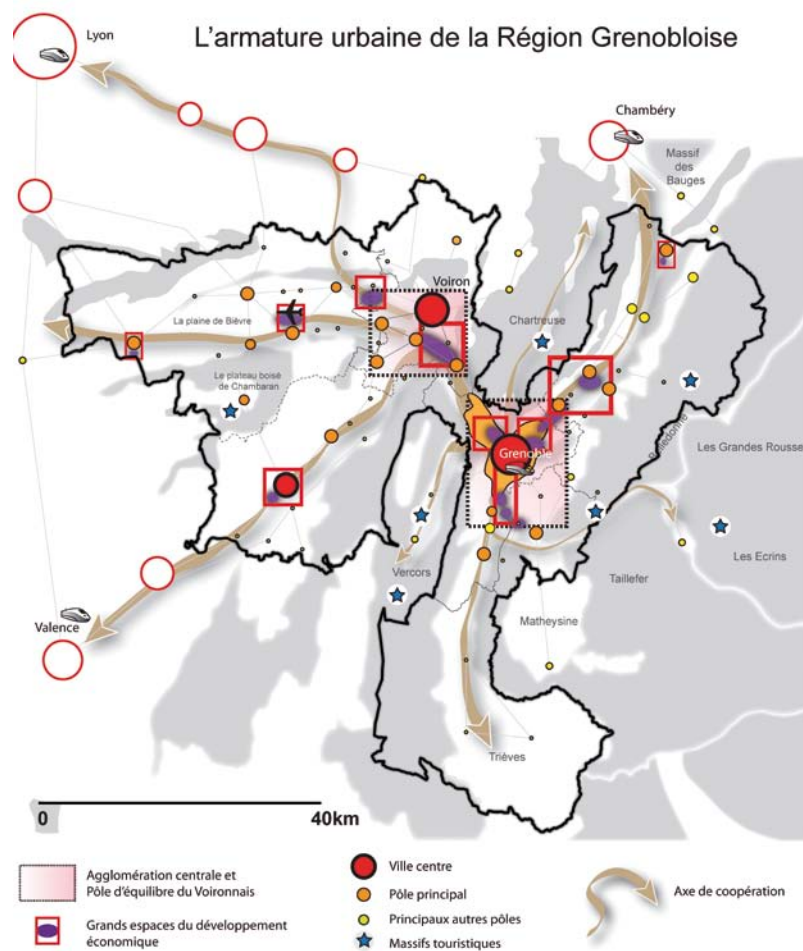
The existence of the Vercors and Chartreuse Natural Regional Parks (PNR) and the planned Belledonne park in which cities already play a role gives a frame to go further towards integrated local planning and balanced development for rural areas, together with metropolis. RURBANCE project gives an opportunity to activate a common approach on revaluing leisure activities and tourist visiting from agglomeration, which must become a common challenge.

The first step was the appraisal of how economic stakeholders benefit from leisure activities and how tourism offers could be combined in rural sites and in the city. The purpose is to identify the economic potentials related to neighbourhood of cities and mountain areas that are not enough valorised. Sharing the results with all stakeholders allows identifying ways of improvement of policies lead by territories to organise these activities.

Following proposals of Regional parks, the feasibility of a new organisation linking PNR and Metropolis has to be checked, drawing inspiration from winter sports activities organisation, with a double purpose:

- ① Taking into account expenses in charge of rural communities to manage visited zones but at the same time improve the equipments on the field and the quality of access and information provided to visitors,
- ② Giving the opportunity for urban inhabitants to have a good information on real accessibility of natural areas regarding its environment fragility or the constraints for economic activities (pastoral breeding, forest exploitation).

Acceptance of leisure frequentation and mutual comprehension should be improved this way: most conflicts with environment protection and local economy could be avoided.





SCENARIOS AND RESULTS

The territorial base of the scenario is the Grenoble territorial system gathering the urbanised valleys and the three mountainous territories (Vercors, Chartreuse and Belledune), areas of high naturality. Three very different scenarios of evolution were built based on the analysis of territorial planning documents and on the work carried out by R Urbance partners and observers:

- 📍 A scenario of **autonomy**: the territories draw upon their own resources to build specific modes of local development with minimal relationship between them,
- 📍 A scenario of **integration** where activities of the Grenoble metropolis drive local development; others areas are considered as peripheral,
- 📍 A scenario of **interdependence**: the resources of each territory are valorised to generate complementarities at the scale of the territorial system.

A workshop gathering various stakeholders representing the various interests (in terms of territories and levels of intervention) of the territorial system has been organised. Scenarios were examined to highlight the directions which would derive from the implementation of each of the scenarios. Variations on the scenarios were examined, looking at all fields including urbanisation, mobility, economic development, tourism, agriculture, the environment and landscape. Participants proposed that the desirable scenario for the Grenoble Territorial System should combine the orientations of each of the scenarios which have the most positive impacts. In this complementary scenario, the resources of each territory are valorised in order to reach a balance and to generate complementarities at the scale of the territorial system.

Concretely, the complementary scenario highlights several priorities:

ON URBANISATION DEVELOPMENT:

- 📍 Build a polycentric territory that includes urban poles, small towns, rural hamlets and spaces of leisure, by improving their interconnection,
- 📍 Intensify urbanisation of centres which are most accessible by public transport,
- 📍 Reinterpret the urban morphology and types of buildings found in mountainous areas to adapt them to contemporary and sustainable lifestyles.

ON MOBILITY POLICIES:

- 📍 Implementing an integrated public transport network serving the most populated areas,
- 📍 Developing public transport to link the most important urban and tourist poles; encouraging car-sharing and car-pooling in low density areas,
- 📍 Widening the area and strengthening the role of the agency in charge of mobility to the entire territorial system,
- 📍 Develop a clear double level strategy connecting metropolitan accessibility and territorial mobility.



AUTONOMY

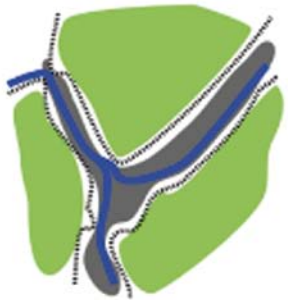


ON ECONOMICAL DEVELOPMENT:

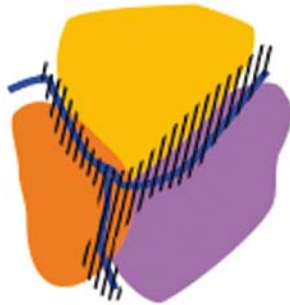
- ① No longer considering that activities related to high-tech are the only the ones that drive development,
- ① Rebalancing economic development between territories in order to favour the outreach and attractiveness of the whole Grenoble region,
- ① Looking for complementarities between the production economy (industries, services to industries, technology) and the residential one (services to individuals, tourism),
- ① Imagining that territories that are today considered as peripheral contribute to the development of the global territorial system,
- ① Moving towards a jobs/workers ratio of 1 in each sub-territory,
- ① Developing a strategy for the territorial integration of industrial activities at the scale of the urban region.

ON TOURISM AND LEISURE:

- ① Creating complementary offers that mesh, with a better capture of customers,
- ① Promoting an integrated tourism offer which associate the mountain ranges to cultural and commercial tourism,
- ① Building a touristic image of Grenoble connected with mountains,
- ① Sharing investments for tourism between the agglomeration and Natural Regional Parks.



INTEGRATION



COMPLEMENTARITY

ON LANDSCAPE VALORIZATION:

- ① Creating a system of natural spaces, from the mountain range as nature reserves to urban parks,
- ① Bridging the longitudinal fracture in the plain (motorway, railway, river) by strengthening green transverses and links between mountain ranges,
- ① Developing a strategy to reinforce “open spaces” on foothills through active policies.

FOR AGRICULTURE RE-COVERY:

- ① Intensifying agricultural activity (urban, peri-urban and rural) on the basis of labels and registered designations of origin based,
- ① Building a supply strategy for local products in the agglomeration.
- ① Valorising the products of the mountain ranges sold in the agglomeration (support of markets and associations valorising local production, collective catering) within a local food strategy
- ① Developing the wood and energy sectors in wooded territories.



GOVERNANCE ORGANISATION

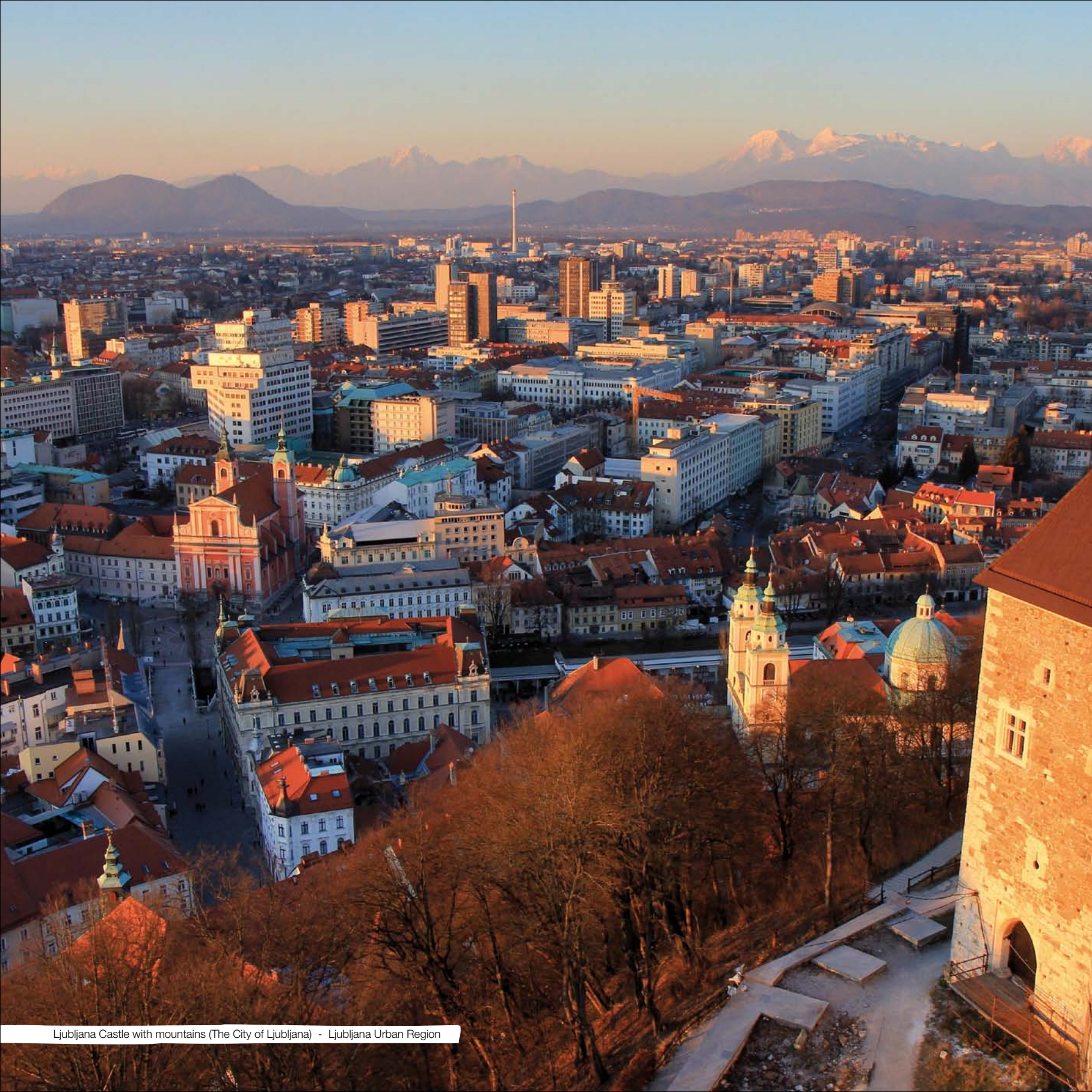
This scenario is the most difficult to build from a political and social point of view. It is based on the assumption that cooperation is strengthened and on the fact that no institution is able to exercise its authority and power on other stakeholders. The scenario is hard in terms of dialog, institutional coordination and civil society involvement.

The complementary scenario requires to work on a common vision and to organise a strong but flexible governance frame. It has to take into account the need of an initial agreement of main stakes and goals, a balanced sharing of powers and the promotion of concrete objectives and singular projects. This governance organisation should also involve non-political stakeholders in order to overcome political standoffs (trust in participation and public debate).

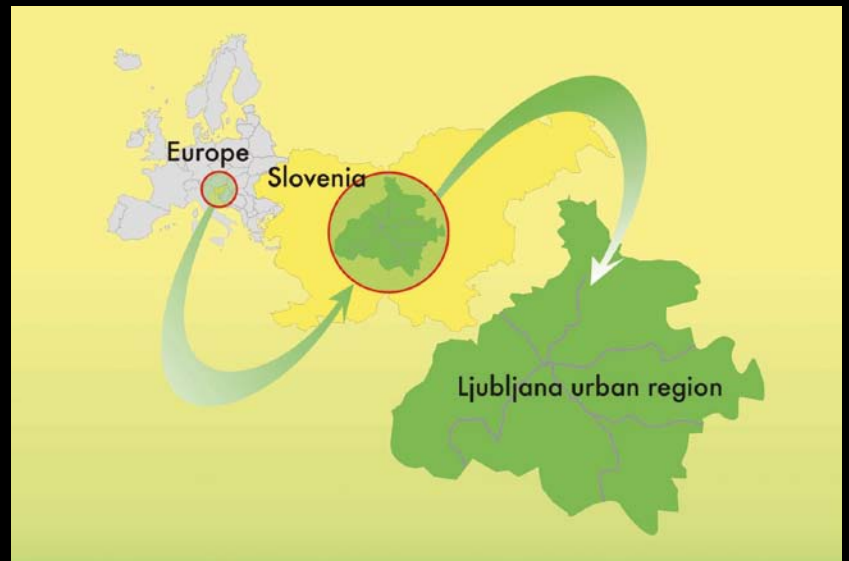
Because Institutions are still unchanged, “contracts” could be developed on the Italian model (or like Grenoble’s contrats d’axe for mobility). Some stakeholders question the efficiency of the contracting processes which assumes to work towards a consensus. The region can play a role of coordinating policies and giving common objectives.

The aim of a new governance is to reinsure stakeholders on what mean being a “metropolis” and what are its common stakes with surrounding territories. This could be made by launching an information programme targeted at the five thousand local elected members of the territory and to acknowledge the services provided (counterparts) by the mountains to create trust between stakeholders.





Ljubljana Castle with mountains (The City of Ljubljana) - Ljubljana Urban Region



LJUBLJANA URBAN REGION

The green powerhouse of development – the metropolitan bioregion of knowledge

As a center of creativity, culture, education, science, and business, the Ljubljana Urban Region (LUR) presents the richest region in Slovenia, which creates 36.5% of national GDP. The region is situated in Central Slovenia and consists of 26 municipalities – including Slovenia's capital: the City of Ljubljana. With approximately 537.000 inhabitants – a great share of whom is highly educated and enterprising (creating high added value per employee) – this largest Slovenian region has immense development potentials. LUR extends over 2,555 km² and is the most densely populated Slovenian region (with 210 inhabitants/km²).

Centrally positioned, LUR has good traffic and transport connections to other regions in Slovenia. It is characterised by a mono-centric spatial structure: Ljubljana (LUR's and Slovenia's capital) hosts a vast majority of business headquarters, educational, research, and governance institutions as well as NGOs, and attracts numerous daily commuters and migrants, who wish to pursue their career goals as well as live in an environment, which offers them a high quality of life, to the region.

LUR is also rich in natural resources, which further enhances its position as an entrepreneurial and touristic centre. This bioregion is characterised by close linkages between urban and rural areas. The City of Ljubljana with its suburban settlements, historic and natural heritage for example is progressively intertwined with the inter-city region. Such cohabitation of natural and urban environment offers opportunities for socially responsible and environmentally-friendly solutions and development.

Compared to other Slovenian regions, LUR has a smaller share of industry, while market and public services providing a better quality of life in the region are more developed.

With an excellent geographical position, high concentration of human capital, creativity, knowledge and skills, remarkable historic, cultural and natural heritage, LUR presents a green powerhouse of development and a metropolitan bioregion of knowledge.

GOVERNANCE AND COOPERATION IN LJUBLJANA URBAN REGION

Slovenia has two levels of government: national and municipal. The National Government is the supreme body of state administration with executive authority, the National Assembly holds legislative authority, and the National Council performs an advisory role, while courts with general responsibilities and specialised courts implement judicial power.

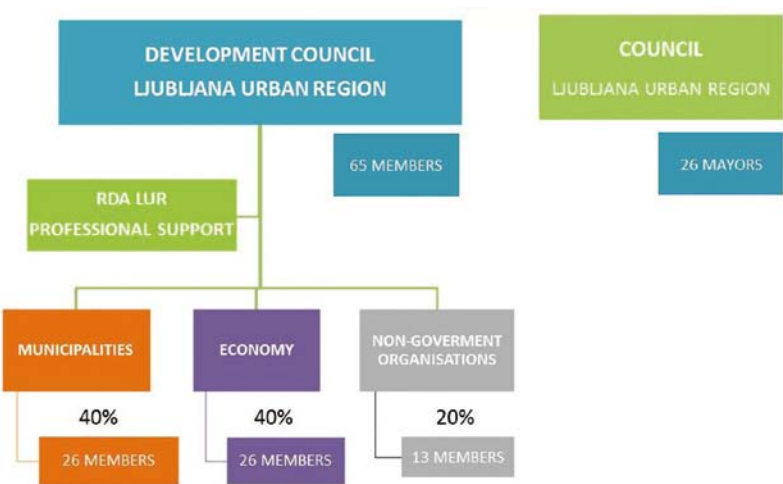
Institutions at the regional level are:

- the Regional Development Council,
- the Regional Council, and
- the Regional Development Agency.

The Regional Development Council is composed of representatives of municipalities, the business sector and NGOs. It is responsible for preparing a regional development plan and cooperation with other regions; it makes agreements with other parties, works on territorial dialogue and monitors activities on the regional level.

The Regional Council is an assembly of mayors which ratifies the regional development plan and takes other decisions on the regional level.

The Regional Development Agency is an administrative body that takes care of administrative activities and provides technical support to the above mentioned bodies and for all activities at the regional level. It also works as institution of development proposing and implementing development projects.



Regional institutions in LUR



Municipality of Vodice (Photo: Rok Štupar)

Lack of governance at the regional level was a weakness in terms of managing and promoting development in LUR. Establishing a Regional Development Agency (RRA LUR) was, hence, the first step to building a shared vision for LUR. It also provided capacities for policy implementation at the urban area scale as well as for reaching a consensus between municipalities and state authorities.

The Agency prepares the Regional Development Programme (RDP) for LUR – together with relevant stakeholders. The process of preparation of RDP is open to all stakeholders, while content is coordinated at all levels. Representation of interests is asserted through workshops, public presentations, meetings, discussions at RDP meetings, and committees of the Regional Development Council, which consists of municipality representatives (40%), business representatives (40%), and NGO representatives (20%). Attention is also paid to the territorial balance of Regional Development Council members. Such ‘open to all’ RDP development process is experimental in the Slovenian context.

While democratic issues (especially involvement of citizens in preparing RDP) are not a central dimension of this process (there is a will to involve citizens through hearings, initiatives and for their involvement in regional decision-making bodies – especially the Regional Development Council or one of its six thematic boards: board of human resources, board of environmental and spatial planning, board of economy, board of rural area development, board of tourism, and board of education), equal representation of smaller rural municipalities compared to representation of bigger urban municipalities’



interest is pivotal.

In the 2014–2020 EU programming period, strong cooperation between rural and urban areas has become an emerging priority. Specific (innovative) governance involving experts and rural stakeholders in order to strengthen cooperation of municipalities within the region and ensure greater effectiveness in implementing public tasks as well as realizing key regional projects, is needed, however.

Regional cooperation has proved to be efficient in addressing the problem of regional needs' inclusion in sectorial plans and preparation of national development strategies. Rural and smaller municipalities in LUR have been disadvantaged due to standardised criteria for defining the development levels of statistical regions in Slovenia in the past. Because Ljubljana is – as a capital – highly developed, entire LUR is defined as a developed region (even though several municipalities in the region are less developed than some in other 'less developed' Slovenian regions).

As we do not have formal rural urban cooperation in the region some informal forms of cooperation are established. In the field of development of individual rounded rural areas local action groups (LAG) have the task of preparing and implementing their local development strategies and making decisions on the allocation and management of financial resources. LAG is based on a tripartite partnership composed of representatives of public institutions (public sector), business (economic sector) and civil society (private sector).

Another informal form of cooperation is also Coordination committee for public transport in LUR, Regional creative economy centre (RCKE), various boards and European projects just to name a few.



LUR Council in session archive RRA LUR



Community Creation – municipal cooperation workshop (archive RRA LUR)

INTER-MUNICIPAL COOPERATION AND SHARED DEFINITION OF TASKS ON SUPRA-MUNICIPAL LEVEL

In Slovenia, local self-government has been in force since January 1995. With a population of only 2 million, Slovenia is nevertheless currently divided into 212 municipalities (11 of them are city municipalities), while no regional level is in place.

Attempts of regionalization have, to this day, been unsuccessful. As a result, Slovenia is one of the most centralised countries in Europe. Providing the necessary financial means, central government can transfer certain responsibilities to municipalities. The basic mission of the latter is to take care of municipal affairs, within the legal framework, however. Primary education (school buildings and facilities), social welfare (child care, elderly care and social assistance), health care (primary health care and pharmacies), social housing, culture and leisure (museums, libraries, theatres, sport facilities, leisure centres), as well as local public utilities and networks (waste and water management, urban city transport, local road network, urban heating, etc.) are among municipal responsibilities.



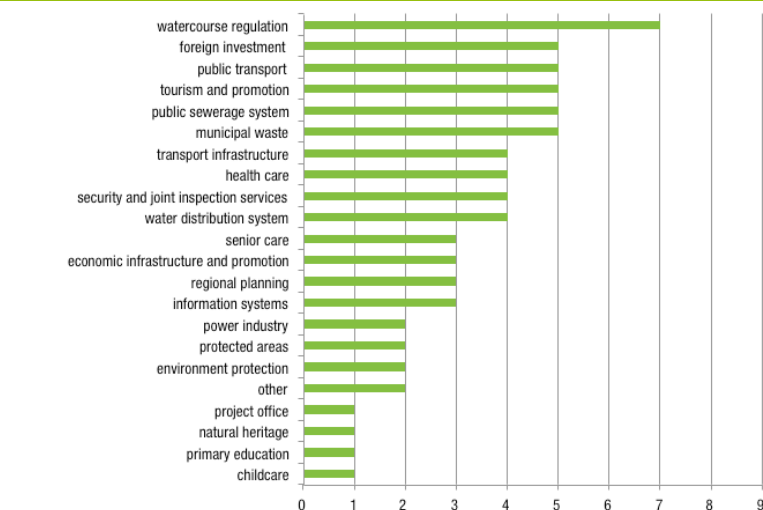
■ Slovenian municipalities (www.stat.si)

Among all 212 municipalities the City of Ljubljana (Slovenia's and LUR's central municipality including Slovenia's capital city – Ljubljana), has a special status with certain specificities in regard to its competences and to financing public affairs. It is also one of eleven city municipalities in Slovenia.

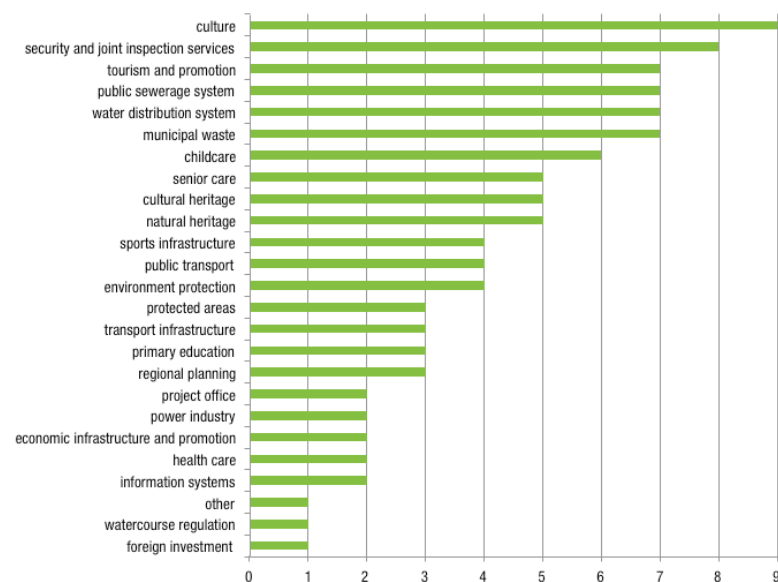
The role of city municipalities is to cooperate with rural municipalities in their region in order to ensure economic efficiency of public tasks and services. To improve this cooperation in LUR we performed the following pilot activities:

1. Development of a general inter-municipal cooperation model.
2. Analysis of tasks and main problems in the model's delivery.
3. Proposal of "selected" tasks where inter-municipal cooperation is feasible (needs attitude of municipalities, legislation).

Inter-municipal cooperation is increasingly destined for use in certain fields, where joint management is regarded as a more efficient solution (e.g. certain kinds of local service delivery). Therefore it is important to identify functions where inter-municipal cooperation enables added value.



Fields where municipalities need support from the neighbour municipalities



Fields where municipalities could offer support to the neighbour municipalities

Municipalities generally cooperate with their neighbouring counterparts, especially in the areas of road and public utilities infrastructure that often demand coordination by nature. Almost a half of municipal administrations offer other municipalities some sort of assistance, especially in the areas of inspection controls and joint performance of public services.

The smaller the municipalities are, the lower the probability that their municipal administrations could operate in an uninterrupted fashion, which would enable the fulfilment of citizens' needs and the implementation of local public policies, is. Spatial planning is particularly burdensome for small municipalities. Laws regarding spatial planning, for example, change quite frequently, making it difficult for some municipalities to stay up-to-date. Inter-municipal cooperation can help overcome weaknesses in capacity and problems associated with inefficient scale through mechanisms such as joint administration or inter-municipal contracting. We propose promoting inter-municipal cooperation in the form of joint municipal administration responsible for spatial planning.

Furthermore, foreign companies are increasingly considering availability of a good range of business services offered by municipalities and regions as an important location factor. The offer may include measures and activities such as municipal support during administrative procedures, financial incentives, relocation management, succession management or incentives for education and vocational training of workers. Providing joint marketing of commercial areas as a stand - alone action does not suffice: a more comprehensive approach is needed—including location marketing approach. The latter is based on a holistic view of a region with its specific strengths and weaknesses. Participating municipalities develop a common inter-municipal marketing model and a clear location profile, and establish the region as 'brand on the market' in the medium-to long-term. RRA LUR in cooperation with ministries and municipalities should have a decisive role in FDI promotion in LUR.

PARTICIPATORY PROCESS FOR DEFINING MODELS OF INTER-MUNICIPAL COOPERATION IN LJUBLJANA URBAN REGION

The red line of the Ljubljana Urban Region (LUR) pilot activity was inter-municipal cooperation. Since there is no regional level in Slovenia supra-municipal tasks are not clearly defined and cooperation of municipalities on common tasks is limited. In addition, there are big differences among municipalities – some of them are able to perform complex tasks and some of them are too weak to fulfil all the obligations. To solve the existing problem inter-municipal cooperation must be enhanced especially in the fields where joint action leads to more effective and efficient solutions.

To get a better insight on informal inter-municipal cooperation we organised two working tables on topics of energy and local self-sufficiency with the focus on inter-municipal cooperation and two working tables on establishment of informal model for inter-municipal cooperation.

We were focusing on existing experiences of municipalities and other involved stakeholders and on their views how such cooperation could be strengthened in the future to reach the goal of more rational consumption of financial sources and more effective implementation of tasks. This approach helped us to propose a model of inter-municipal cooperation that would enable better cooperation and coordination between municipalities in the framework of current legislation. Such cooperation could improve governance and eliminate weaknesses of current arrangement of local government.

Since the response to working tables from the side of municipalities was not satisfactory we implemented in the addition to working tables a survey on inter-municipal cooperation between municipalities in LUR. 16 out of 26 LUR municipalities participated in the survey. We collected one questionnaire from each participating municipality fulfilled by mayor, director of administration or head of the department. The participation was higher in the municipalities with urban characteristics (the questionnaire was filled out by 7 out of 10 urban municipalities) than in the rural municipalities (the questionnaire was filled out by 9 out of 16 rural municipalities).

The aim in organising working tables was activation of the networks and connections between stakeholders as equal players in the processes of decision making and preparation of integrated governance model on inter-municipal cooperation.



DDT on model of inter-municipal cooperation in the field of local self-sufficiency



DDT on energy and inter-municipal cooperation (Photo: archive RRA LUR)



DDT on governance model of informal inter-municipal cooperation in LUR
(Photo: archive RRA LUR)

The 1st working table was organised in Ljubljana in March 2014 and titled »Energy and inter-municipal cooperation». We discussed the possibility to establish an Energy agency in the region in the context of regional energy concept and the need of inter-municipal cooperation in reaching objectives set.

The 2nd working table was organised in the framework of a bigger event named “Local self-sufficiency: implementation of the short-chain principle in public procurement system of food and food products in public institutions” that was held in Ljubljana in November 2014. The working table was named “RURBANCE and the model of inter-municipal cooperation in the field of local self-sufficiency”. The main discussion was how to provide locally produced food from rural areas to urban schools.

The 3rd working table was organised in Ljubljana in December 2014 with the title “Governance model of informal inter-municipal cooperation in LUR”. At the working table we presented the results of the pilot activity and implemented a questionnaire on inter-municipal cooperation and discussed the most important topics that should be tackled in the proposed model with the invited stakeholders.

The 4th working table was organised in March 2015 again in Ljubljana where suggestions of governance model of informal inter-municipal cooperation in the field of regional energy concept were debated.

Altogether more than 100 participants joined the working tables, coming from ministries, regional development agency, municipalities, research institutions, private companies, NGO's, public service agencies and other public institutions.

MODEL OF INTER-MUNICIPAL COOPERATION IN LJUBLJANA URBAN REGION

The RURBANCE Pilot activities of Slovene partners are divided into 3 thematic fields:

- ① Model of informal inter-municipal cooperation in Ljubljana Urban Region
- ① Model of inter-municipal cooperation on the field of self-sufficiency with local food in LUR and
- ① Inter-municipal cooperation in relation to energy problems in the region.

MODEL OF INFORMAL INTER-MUNICIPAL COOPERATION IN LJUBLJANA URBAN REGION

Ljubljana Urban Region is a dynamic urban area and thus a motor of growth and competitiveness. By extending its economic performance the interdependency in terms of jobs, supply, services, building areas and working force extends from the metropolis outwards and thus poses new sorts of spatial relations between metropolis and its hinterland that require new approaches in managing common matters. Lack of institutionalized regional level causes many problems in implementation of projects – some projects are too small to be national projects implemented by the state, but they might at the same time be too big for the municipalities to handle them themselves. Therefore, cooperation among municipalities is especially important, above all in the fields of public transport, spatial planning, waste management, flood protection, environment degradation, etc., where joint actions would lead to more effective and efficient solutions.

Results of survey on inter-municipal cooperation implemented at the beginning of 2014 show that Development Council and Regional Council hold regular informal meetings between mayors and other municipal representatives and EU projects are the most frequent forms of cooperation. The highest mark for quality of cooperation is given to some joint services, to cooperation in Regional Development Agency, to countryside development and promotion (membership in local action group) and to the development of tourism (membership in joint Regional Destination Organization or Tourist information office).

One of the institutionalised and most promising forms of inter-municipal cooperation provided by the law is an inter-municipal administration, being mostly implemented in the field of security and joint inspection services. Although it is not frequently used, this form provides a legal basis for inter-municipal cooperation and gives some financial benefits to municipalities that decide to



Municipality of Ivančna Gorica (Photo: archive Municipality of Ivančna Gorica)

join this form of cooperation. In fact such cooperation would address the issues that mayors currently present as the main reasons for a weak cooperation: lack of financial support, unsuitable legislation, lack of personnel, lack of time and ideas. About one quarter of municipalities have a personnel problem when performing tasks in municipal jurisdiction and over a half of municipalities state that the existing financial funds are too low to execute municipal tasks in their jurisdiction.

Having in mind the obvious mistrust among municipalities and lack of initiatives for joint action the solution should be searched in project-based cooperation that might – after providing tangible results – be institutionalized in form of inter-municipal administration or any other form of long-term cooperation.



Municipality of Kamnik (Photo: Sloveniainfo)

Besides the stakeholders in the food chain, which directly affect the volume of supply and consumption of food, indirect stakeholders also play an important role by participating in various areas of integration, promotion and organization of the food supply. Among them are both local communities (municipalities, administrative units) and local action groups (LAGs) as well as regional and national institutions. Important development factor is also education. Agricultural Advise Service plays an important role in the area of agricultural production, processing and marketing at local and regional level.

For the establishment of an integrated scheme of supply of local food in the area of the Ljubljana Urban Region it is also very important to enjoy proper regulation of the legal administrative field.

The role of municipalities and the state is crucial for favourable legislative and administrative environment: they provide both the financial means (e.g. through municipal finance interventions for promoting agriculture and its development) and financial framework (through planning agriculture policy and rural development policy actions) for rural development.

MODEL OF INTER-MUNICIPAL COOPERATION ON THE FIELD OF SELF-SUFFICIENCY WITH LOCAL FOOD IN LUR

The concept of local sustainable supply represents local production, buying, processing and marketing sustainably produced food that is affordable to the local population and consumed in local markets. Due to the interplay of various development factors that affect the level of supply of locally produced food in the Ljubljana Urban region, the model to improve the supply is highly complex and at the implementation level includes a whole range of different stakeholders in the food chain.



Chart of stakeholders in the food chain



■ Municipality of Brezovica (Photo: Drago Stanovnik)

INTER-MUNICIPAL COOPERATION IN RELATION TO ENERGY PROBLEMS IN THE REGION

Energy policy with regional energy-supply concept in Slovenia is planned and implemented at the national and municipal level, whereas the regional level is neglected. The gap between the National energy program (NEP) and the Local energy concepts is big and opens a niche for a region to improve its energy supply at the regional level taking in mind the most suitable use of renewable energy coming from the region.

As there is no administrative body at regional level the inter-municipal cooperation is essential for preparation of such a concept, since energy production and consumption and its impact on environment is a geographically broader and interconnected phenomenon that exceeds municipal borders. Thus, not only will the strategic energy planning on a regional level contribute to 20-20-20 targets, the joint actions will also lead to more effective and efficient solutions and synergies regarding environmental and climate impact and strengthen regional and national energy self-sufficiency.

In order to strengthen the energy supply and rationalise its consumption at regional level there is a need to improve collection of data, that is currently insufficient and thus a barrier in defining regional potentials. Analysing threats and potentials on a regional level will set up a joint, complementary energy strategy which will exploit synergies and multiplying factors posed by regional approach.



■ Photovoltaic power station at Technology Park Ljubljana (Photo: Nik Rovani)

Greater effort should be put into intermunicipal cooperation, being it in form of coordinated definition of regional energy concept based on separate local energy concepts, exchange of relevant information and shaping common projects, connected to energy supply. From the institutional point of view the establishment of a regional agency for renewable energy would be a crucial step in providing professional energy planning and consultancy. The establishment of the agency would require common commitment of all the included municipalities, where all the included partners are expected to benefit from coordinated planning activities both financially and also in terms of quality of planning.

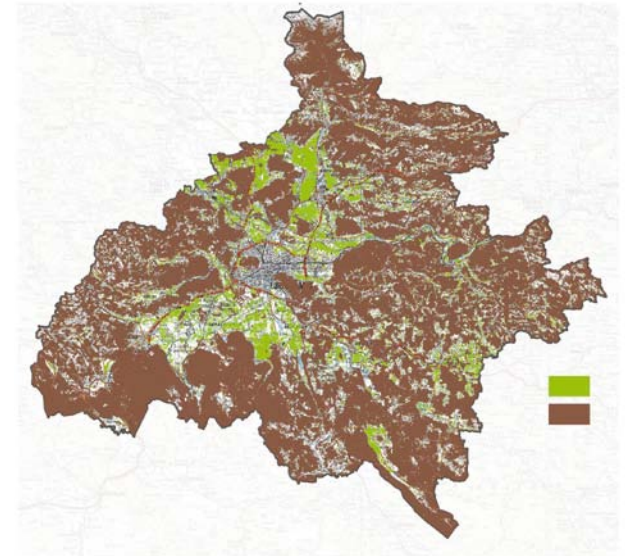


■ Ljubljana Marshes (Photo: archive RRA LUR)

COOPERATION – AN OPPORTUNITY FOR THE DEVELOPMENT AND SUSTAINABLE EXPLOITATION OF OWN RESOURCES

In consideration of the statutory governance system of the Republic of Slovenia, the Ljubljana Urban Region (LUR) stated in its development documents that the region's greatest opportunity lies in its effective internal cooperation. Effectively integrated institutions shore up the region's wholesale and harmonious development, and ensure harmonised governance through appropriate techniques and forms of partnership and the utilisation of advanced technologies. The key stakeholders constitute important components of various regional integrations which have the capacity to direct and shape the initiatives for sustainable development. Cooperation is essential to activities and areas where, once realised, they may achieve greater effectiveness and increase the added value of the entire region.

Both the RURBANCE project and the Regional Development Programme 2014–2020 identify the areas of local self-sufficient supply and energy management as priority areas.



Map of agricultural and wooded areas of LUR

LOCAL SELF-SUFFICIENT SUPPLY

Despite its good natural, social and economic givens, the region is far from exploiting all of its potential for local and regional self-sufficient supply. The domestic food production of LUR does not cover its needs for produce. Equally, the inefficient management of forests and exporting of logs has led to the fact that the current requirements of the timber industry exceed the domestic stock of timber and so a portion of timber has to be imported.

The measures of LUR in the area of self-sufficient supply will pursue the goals of the »Resolution on the national nutrition policy programme« which highlights local production and consumption as a priority of sustainable food supply. In keeping with the wish to preserve the environment and protect the people's health, the measure designed to enhance regional self-sufficiency will primarily support and encourage sustainable and environment-friendly forms of managing agricultural land, woodland, the cultural landscape and natural resources as well as the integration and joint promotion of local produce and products in the regional market, new marketing techniques and the distribution of regional produce and products. Raising awareness, promotion and education will be a significant accompanying theme to stimulate the development of the said practices.

The region will thus consistently implement the »Community-led local development« initiative and establish local action groups (LAGs) also in those areas where the initiative has so far not been carried out. One of the region's key projects will entail the creation of a brand name for the region's healthy food production which will be an umbrella project enabling the cooperation between all agricultural producers regardless of their size and human resources. Once integrated, the producers will have better possibilities in terms of logistics and communication with end buyers and sellers. Thanks to the region's brand name and proper supervision, the confidence of buyers will improve and so too will the possibility of producers increasing their share of direct selling. Another ultimate goal of creating the region's brand name is to enter foreign markets. The region will also support the forming of local brand names, the development of local produce and wood processing, building suitable irrigation systems, the development of countryside tourism, education and knowledge transfer, the promotion of innovations in ecological farming as well as growing produce in urban environments.

REGIONAL ENERGY MANAGEMENT

In the Ljubljana Urban Region, the exploitation of renewable energy resources such as solar energy, wind and biogas for power generation is very low. Hydroenergy and biomass can potentially be exploited. The share of wood biomass exploitation at the regional level stands at 17 percent and is thus considerably lower than the share at the national level of 30 percent. Considering the tenets of sustainable wood management and the re-launch of the wood-processing industry, wood biomass holds huge potential. The best possibilities for exploiting wood biomass can be found in rural municipalities.

The energy self-sufficiency rate of LUR stands at a mere 20 percent, and fossil fuels prevail in power generation. It is important that the efforts to increase the renewable share of energy go hand in hand with raising public awareness (in collaboration with consultancies) about the potential of the local renewable energy resources, improved understanding of the use of renewable energy resources as well as enhanced energy efficiency.

The region's potential also lies in a reduction of electric power consumption – especially by retail, industry and households.



■ Biomass and hydroenergy potential of the region (archive RRA LUR)



■ Day of Slovene food organized by Ministry of agriculture, forestry and food in November 2014 (archive RRA LUR)

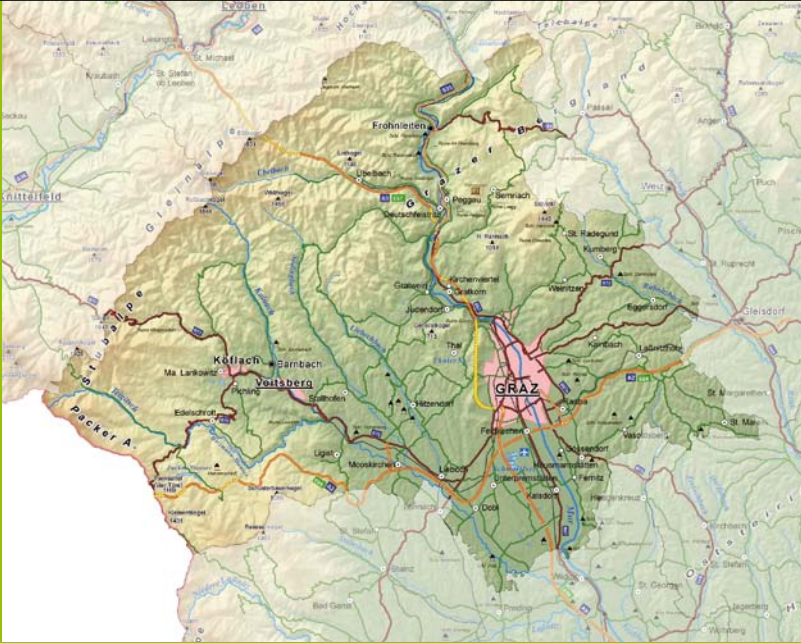
With the help of the »Intelligent Energy Europe« programme, local energy agencies were established which today cover all of Slovenian territory with the exception of LUR. It is also essential to establish a local energy organisation in LUR so as to accelerate activities in the fields of efficient energy use and renewable energy sources and raise awareness of the significance of the economy in dealing with the available resources. The local energy agency would primarily tend to improve possibilities for introducing measures for efficient energy use in the local communities and assist individuals, research institutions and companies to work together and find synergetic effects in the energy sector. The agency would also play an important role in transferring knowledge and raising awareness about the significance of energy for the region's economic development.

One advantage of LUR is that it is home to a large number of scientific and research institutions. It is therefore important that the economic development of the energy sector is stimulated by our own proprietary knowledge and innovative approaches.





City of Graz - Metropolitan Area of Styria



THE METROPOLITAN AREA OF STYRIA

A region of dynamic, future-oriented development

The functional, economic and demographic center of Styria is known as its “metropolitan area”. It includes the districts of Graz, Graz-region & Voitsberg. The share of total population amounts to 37.6 percent. The population counts currently 467.256 inhabitants and the region – compared to other areas – is faced by a dynamic growth. There are two sub centers in the western part of the area: Koflach & Voitsberg.

With regard to the geographical framework, the area is embedded in the south eastern Alpine foothills. The topographic framework of the core city and its surroundings with hills in all orientations except south has a strong impact, e.g. on local climate, air exchange and pollution, but also in sectors like settlement and mobility development.

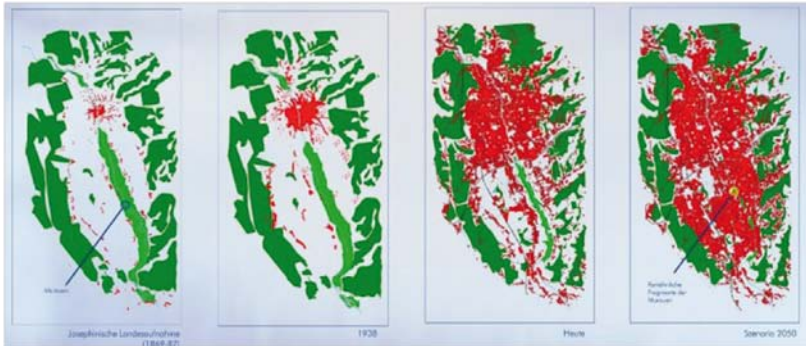
The economic structure of the metropolitan area is characterized by secondary and tertiary sector including single locations (Koflach, Voitsberg) which look back on a tradition of mining. Nowadays, there is manufacturing industry for metal, paper and glass. Due to the former industry, these sites are still well connected to the core area by railway infrastructure. Today it's used by the commuter railway system. In southern areas of Graz, the so called “auto-cluster” plays an important role. The southern part of the metropolitan area is characterized by agricultural production.

Transition zones between urban and rural areas have developed differently. In many cases, administrative boundaries were blurred by a settlement structure reshaping and an intensification of functional relationships. On the basis of mentioned conditions and developments, cooperation between the core region and surrounding areas becomes increasingly important, focusing on regional development. This includes funding of urban-rural development measures, further integration into transnational programs and strategic networking on national and international level.

REGIONAL DEVELOPMENT & URBAN-RURAL COOPERATION

Modern structures as a basis for long-term strategies

As the core city of the Metropolitan Area of Styria, the City of Graz comes with an above-average offer of services, culture, and other central institutions. Demographic forecasts indicate a strong growth of the district of Graz-surrounding in the next decades. Especially in the southern surroundings, areas with intensive functional linkages prevail and also appear in a tight relationship between transport policies and spatial development. In this context, numerous regional concepts and initiatives were elaborated under the leadership of the Regional Management Graz & Graz-surrounding as important basis for decision-making.

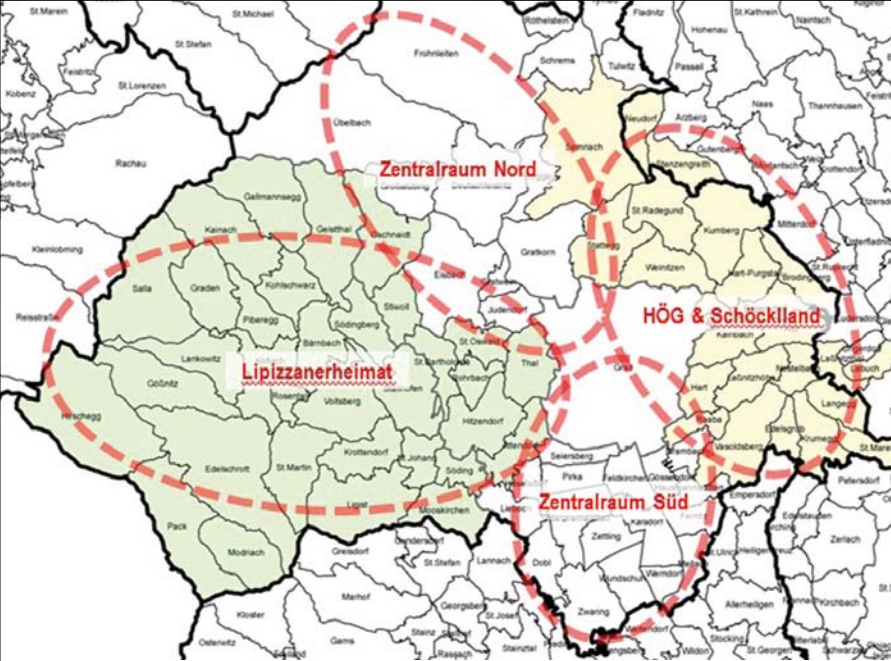


■ Settlement development

Through the accession of the European Union in 1995, the instrument of Regional Managements (RM) as a contact point, aiming on an integrated, sustainable regional development and a strengthening of competitiveness was implemented in Styrian policies. Thereby, formerly existing regional initiatives were raised to an institutional level. Since then, Regional Management agencies – consisting of regional municipalities – have been established area-wide. The Regional Management Graz & Graz-Region was founded in 1999. Since the early years, topics in spatial planning like mobility, location & green-space management have been in the main focus in elaboration of the “regional development concept”. Especially in the south of Graz, a long-term objective was to establish a common development in mobility and economy of the City of Graz and its surrounding municipalities, while regional cooperation in the northern uplands rather focuses on tourism and local recreation.

Intimately connected to the aims of European cohesion policies today, Regional Management agencies take over the function of an institutional interface; on one hand horizontally between municipalities on a political and institutional level, on the other hand vertically between the regional association and higher-ranked provincial offices. Therefore, target groups have involved municipalities, regional actors and initiatives, but not the resident population itself, which however benefits from a hedged employment situation, increased quality of life and improved ecological and environmental conditions as positive impacts of cooperative regional efforts.





Substructure of the Metropolitan Area

By the redefinition of planning regions (as per the provincial development program) in 2009, the “Metropolitan Area of Styria” was created, which now also includes the district Voitsberg beside the districts Graz and Graz-surrounding. These formerly self-contained planning regions thereby got a common institutional structure (regional assembly, regional board).

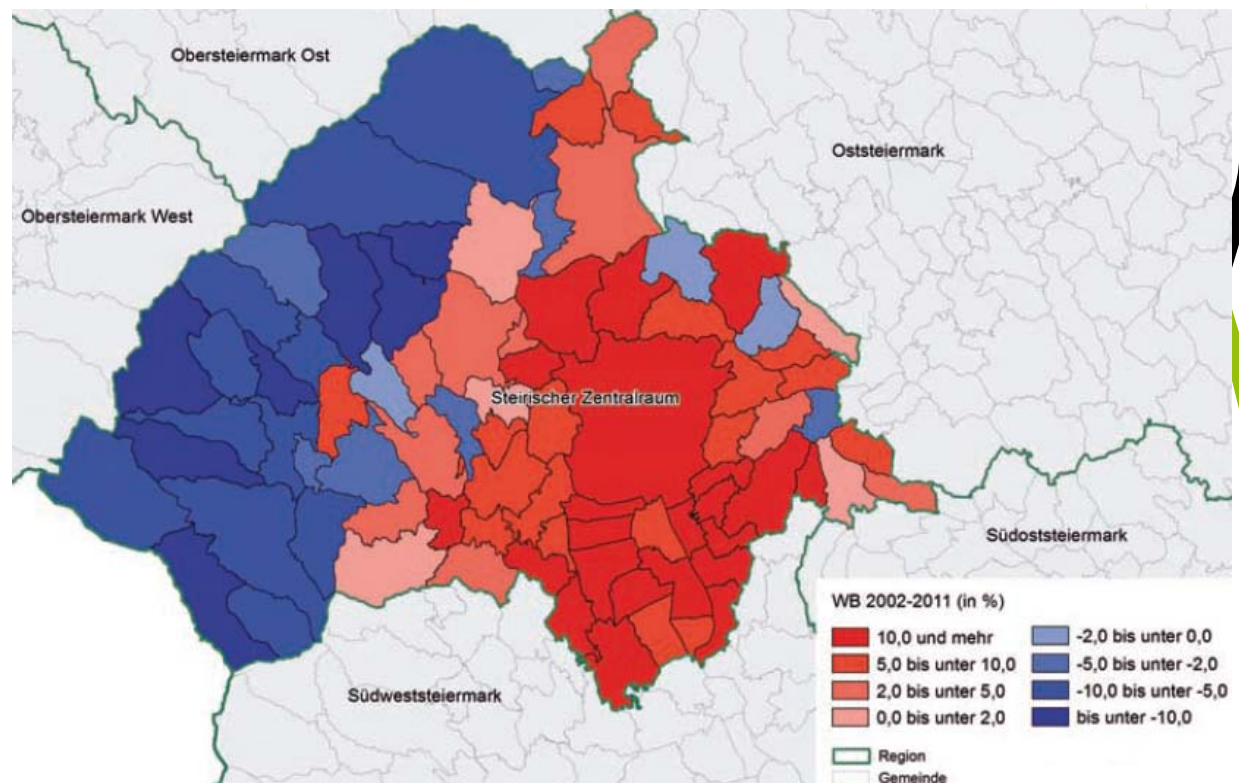
Today, as one of the most important milestones toward a future oriented strategy in the Metropolitan Area of Styria the process of elaboration of the regional development concept was initiated. At first, this required a harmonization of objectives and focuses of the three districts Graz, Graz-region and Voitsberg. Furthermore, the collateral Styrian structural reform required an adaption

of communicational structures inside the regional association. In a first phase an institutionalizing of municipality cooperation took place in terms of associations of small regions (RegioNext process). The second step with merging of municipalities includes restructuring on local level.

The regional development concept for the Metropolitan Area of Styria is the central instrument of regional policy. It defines the future strategic orientation of the region and includes working plans and flagship projects which hold a guiding function in reaching common regional objectives. The concept is elaborated until 2015, involving a broad basis of regional actors and stakeholders. As a result, there should be a working program for regional projects concerning the funding period 2014-2020.

One of the most known action fields in urban-rural development over the last years was the EU-funded initiative “Urban Plus – integrated and sustainable urban-rural development south of Graz”, which has proved the feasibility of guiding projects in regional development concepts. Here, each submitted project had to justify a tight cooperation between core city and its surroundings once, and between surrounding municipalities twice.

Demographic development 2002 - 2011



POLICIES & STAKEHOLDERS II

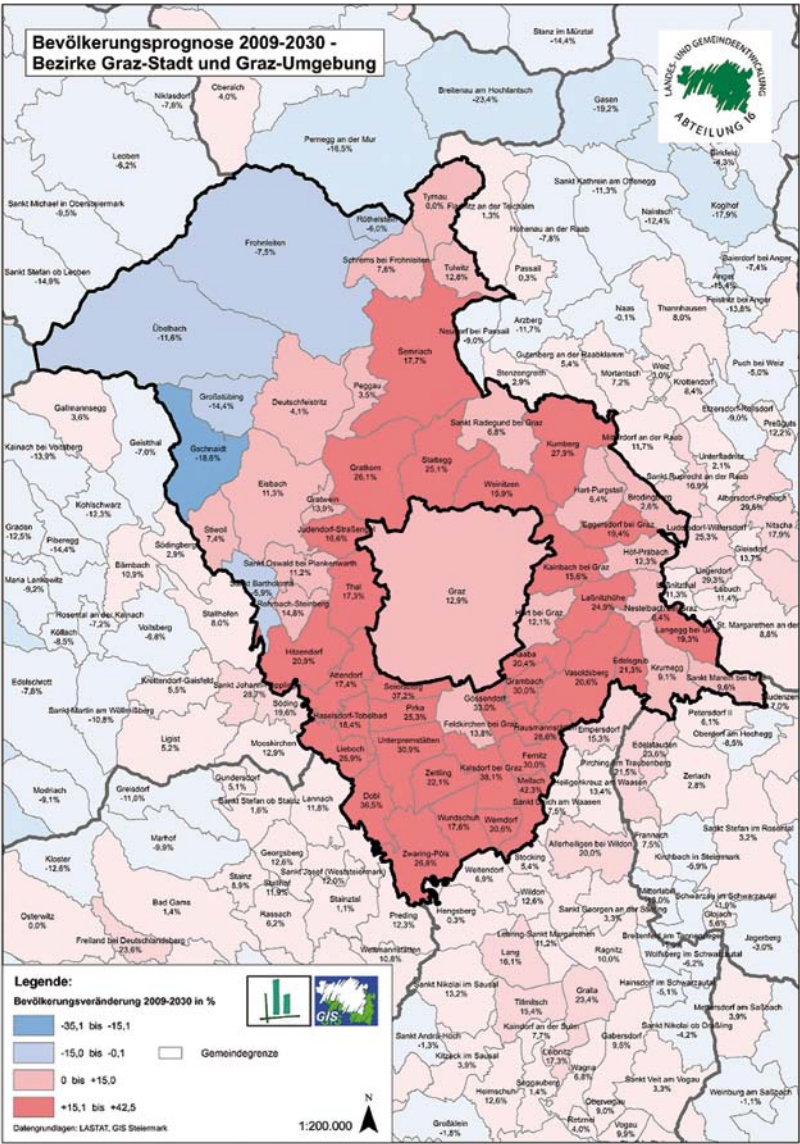
COMMUNITY STRUCTURE REFORM

In 2013, as part of the Styria-wide ongoing process of community structure reform, there was an agreement between the Province of Styria and the neighboring municipalities of Feldkirchen bei Graz, Gössendorf, Grambach, Hart bei Graz, Pirka, Raaba, Seiersberg and Stattegg to identify thematic priorities for future cooperation between the Core City and surrounding municipalities. In this common strategy project “Stadtregion 2014+” there should not be a preparation process to merge involved municipalities but rather an exploration of potentials for cooperation including the establishment of binding structures.

As already mentioned, the Metropolitan Area of Styria is characterized as the region with the largest population growth, but also the most dynamic economy in the south of Austria. An increase of unbundling housing, work and leisure time has contributed growing traffic flows and land consumption. Thus, the number of commuters to Graz has nearly doubled since 1981, but at the same time, the number of commuters from Graz has quadrupled, the largest out-commuter interests being represented by surrounding municipalities.

This development requires a change in control and coordination of measures in various cross-sector areas of activity, both in spatial terms and in terms of the best use of city-regional development potentials. Based on the current Regional Transport Concept for region of Graz and its surroundings, a community-wide treatment of the topic mobility is a crucial factor for location development. This relates substantially to measures of optimization of public transport, mobility concepts and measures for traffic management and traffic avoidance.

Another factor for the location Graz-region and the development of a common urban space is also the inter-communal management of social challenges and focal issues such as integration and the development of joint projects for an ageing society. The city region is benefiting in particular from urban qualities of Graz city center (density, residential quality, urban living, flair) in connection with the high-quality local-recreation potential in the region (Graz-West, habitat Mur, Mur meadows, Schoeckl, etc...). In the area of the main entrance routes and district- and municipal centers, a key challenge is to increase the architectural quality. Under the perspective of an urban-regional coordinated spatial development strategy (e.g. new housing sites, business sites with specific requirements in infrastructure), currently there is a huge demand for a coordination of technical infrastructure development to ensure efficient and cost-effective networks and to avoid capacity bottlenecks. This, among others, applies the supply of energy, supply of district heating, waste disposal, sanitation and purification, communication infrastructure, etc...



Demographic prognosis 2030



REGIONAL TRANSPORT CONCEPT

The Regional Traffic Concept for Graz and Graz-region defines, based on the objectives of the general Styrian Transport Concept, a guideline, priorities and areas of action for a future-oriented regional transport policy. With the elaboration of the Regional Transport Concept, Graz and surrounding municipalities are complying a long-standing demand of regional actors: Through an integrative approach between transport and spatial planning as well as an intensive cooperation with representatives of the region, municipalities and the core city of Graz, the region is facing future requirements of a sustainable mobility development. As part of an integrated planning approach the transport concept was developed in a cross-modal way (motorized, non-motorized, public transport). Results are taken into account in the construction programs for transport infrastructure, the revision of the Regional Development Concept, and the Regional Development Program (REPRO) for the newly defined planning region Metropolitan Area of Styria.

The Regional Transport Concept was developed in a participatory planning process in cooperation with regional decision-makers and takes into account the needs, challenges and opportunities of the planning area. Therefore, the involved actors agreed on the following guiding principles:

Mobility: Regional decision-makers have a joint responsibility for mobility development in the planning area and commit themselves to ensure a fair mobility including equal opportunities for all participants. The emerging paradigm shift in transport policy of regional actors has to be taken into account by strengthening public and non-motorized transport.

Environment: Regional decision-makers commit to comply with the legal environment standards for noise and air pollution in the transport policy sector, in order to make a relevant contribution to an improvement of environment and quality of life in the Metropolitan Area of Styria.

Financing: Regional decision-makers are committed to the application of financing models and instruments, which are suitable to ensure an implementation of a sustainable regional traffic policy. This transport policy has to give precedence to issues in energy and environmental policies over individual economic goals and interests.

With the installation of the commuter railway system, a key project has been implemented in recent years which is of crucial importance for the development of the region. With regard to the fast-growing city region, the interdependence between urban, mobility and infrastructure development should be in focus particularly in the upcoming years, with a continuous priority on urban-rural cooperation and the further establishment of inter-communal coordination.



■ Stakeholder kick-off event

INTEGRATION OF REGIONAL STAKEHOLDERS

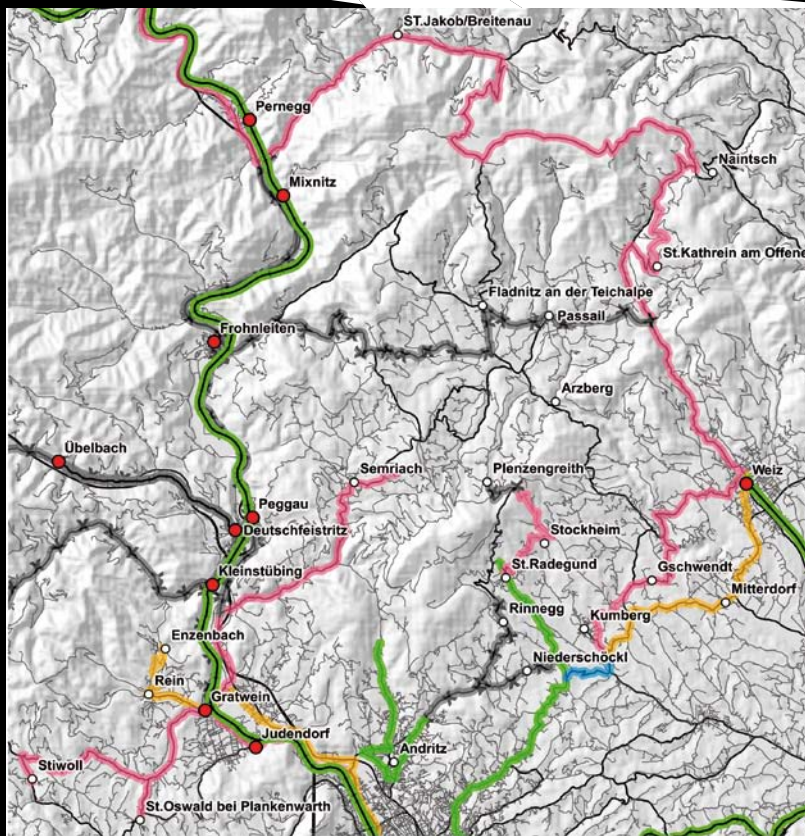
Achieving common goals in eye-level partnerships

The northern transition zone of the city region of Graz is affected by a relatively abrupt switchover from urban to rural areas once from a geographical & topographic and twice from a functional point. Therefore, this area early came into focus considering appropriate regions for the implementation of the Rurbance pilot.

The area is characterized by a bipolar structure. The valley of the river Mur is established as an important traffic axis which connects the City of Graz with regional centers like Bruck a. d. Mur. Over the last years, public transport capacities have been extended with the implementation of the railway commuter system. So, the valley builds a well-connected area for tourists, excursionists etc. as a starting point for leisure time activities. But, public transport connections are laid out to operate commuters and pupils on working days. Concerning leisure activities, there is a lack of connections to touristic destinations in the periphery of the main valley, so they have no possibility to reach e.g. hiking areas, except by car.

The Regional Management Graz & Graz-region in cooperation with the City of Graz organized several working tables, to work on this problem with affected stakeholders in local recreational areas. So, in several meetings (as per October 2014) project aims and implementation progresses were presented to them.

The first phase included several meetings on regional level, with the goal to inform relevant actors about the project itself and general issues to be handled. In a stakeholder kick-off meeting (24.07.2014), institutions and municipalities were invited to learn about the framework of project Rurbance and get some first information about planned activities in the pilot area. The main topic was the conception of an alternative public transport system for tourists, guests and also inhabitants of recreational areas near Graz to increase the reachability and decrease the amount of car traffic in those regions. For a better understanding, a “best-practice-workshop” (11.11.2013) was organized with several national external speakers, who presented their traffic systems and solutions. In due consideration of inputs from stakeholders and results of discussions during the workshops, a rough concept for implementation potentials was elaborated and presented to the actors (29.1.2014).



Sonntag

Legende

- Ort mit Regionalbus
- Ort mit Bahnhof

08:00 - 18:00

- Stundentakt, bzw. dichter (taktähnlich)
- bis zu alle 2 Stunden (taktähnlich)
- 3 - 5 Fahrten
- 1 - 2 Fahrten
- kein Verkehr

Analyzing status quo and mobility needs



Development Discussion Table in pilot area

It became evident, that one crucial area for the implementation of a well-organized, flexible mobility system is the connection Murtal – Naturpark Almenland. The valley of the River Mur is well connected per commuter railway system in a north-south direction, but there is a lack of linkages especially on weekends or holidays, when hikers etc. would want to go to that area.

In overall 6 meetings (Development Discussion Tables) with responsables of the Naturpark Almenland, included municipalities, tourism associations and the Rurbance project partners, potential measures were discussed and planned. In order to ensure long-term effects beyond different funding periods, the elaboration of a detailed concept was decided to be financially supported by involved stakeholders. Other discussed topics in the working tables were details of a potential implementation like positions for taxi stops, pricing, marketing strategy, as well as administrative issues. As a possible date for the concrete implementation of a hailed shared taxi system, Spring 2015 is foreseen.

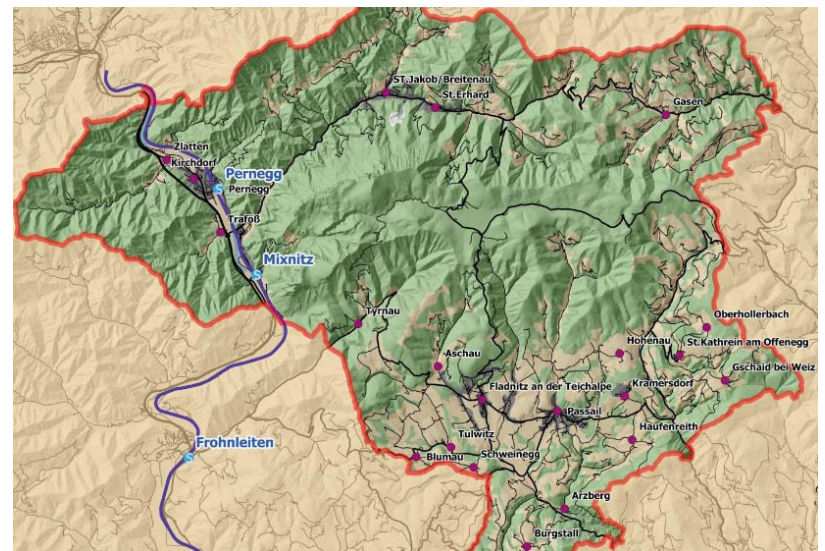


IMPROVED REACHABILITY OF LOCAL RECREATION AREAS

RURBANCE pilot initiative as a regional impulse

Regarding the implementation of the hailed shared taxi in the framework of the Rurbance pilot initiative, several scenarios are under consideration. For example, the exact locations of some stations need to be defined. In addition, there is counselling about possible subsidies, the definitely regularity of the operation times and exact pricing. Concerning price structure, a declining passenger oriented pay scale would be useful to push car-pools. The final start of the measure is expected in spring 2015 at the seasonal shift to summer tourism.

The hailed shared taxi is to increase the use of public transport in the region, with several target groups. In conjunction with the new commuter railway system – which, among others, provides a fast connection along the valley of the river Mur in the north of the City of Graz – trippers now are able to reach local recreation areas faster and more comfortable by public transport. But also for tourists, there is a better and attractive possibility to explore the surroundings of Graz besides visiting cultural points of interest in the city center. Finally, the local population in the pilot area will benefit from the implementation of the transport system themselves. As the settlement structure in the area is sprawled, there is a lack of attractive alternatives for e.g. everyday purchases, doctor visits or other tasks which require individual mobility; a problem which can be partially solved with the taxi system. With the implementation of hailed



Implementation area of hailed shared taxi system

shared taxis, several everyday journeys should be switched from individual motorized traffic to public transport. In that way, in the planning phase all possible groups of users were considered, not least to set an awareness-raising effect to ensure a sustainable positive development for the whole region.



The implementation of the hailed shared taxi system in the north of Graz is up to higher-leveled strategies and planning concepts. For example, the region of Graz and its surroundings should be reachable for all traffic users and not only for those who have a car, regarding to the “transport policy guideline 2020” of the City of Graz. The measure also counteracts the mentioned settlement sprawl by implementing a flexible, demand-oriented system. Generally, the modal choice in the greater Graz should be changed in favor of more ecologically friendly transport options by simultaneously reducing the dependence on individual motorized traffic. The City of Graz is aware of its position as the core of the Metropolitan Area of Styria, and cooperates intensively in urban-rural policies. Finally, the transport policy of Graz, refers to the already mentioned regional traffic concept for Graz & Graz-region.

Because the action field mobility with different topics like commuting, settlement sprawl, local recreation, environment protection or air pollution will also be a key issue for the future in the whole region, in a long-term way of thinking it's necessary to consider ways and opportunities to get measures like this spread into other regions in the surroundings of the core city. In the current situation with structural reforms happening in 2015, conditions aren't satisfying to convince a critical mass of decision makers of giving impulses by invest financial funds. But in the framework of the processing of the regional development concept, it's very important to define intentions and planned activities for the next years. The Rurbance pilot initiative and the implementation of a hailed shared taxi system should be taken as a starting point for a long-term process to enhance public transport connections, exchange experiences and take benefit from arising synergies. As mentioned, some municipalities have shown interest in alternative public transport means and structures after getting some best-practice information, others want to start initiatives for their citizens by themselves. For the next years, the challenge will be to bring together different interested cooperation bodies and develop ideas on how to make the region more attractive by sustainable mobility solutions. This takes place in several regularly meetings with participants of different administrative levels, also in the framework of the all-day-work of the Regional Management Graz & Graz-region. Hereby, also the fact that thus cooperation also includes topics - beside mobility & transport – such as social or other projects, which helps all participating actors to keep a kind of integrated, holistic view on the development of their small local entities but also the whole region, is mentionable.

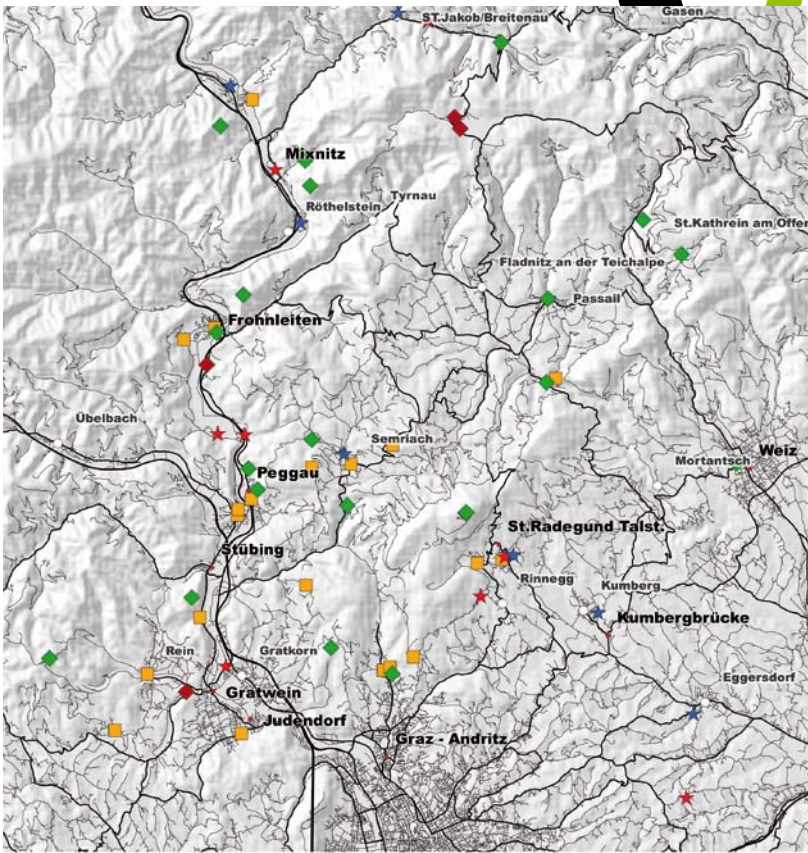


A challenge more located at local level in the municipal entities is to raise awareness for the necessity of investments in the sector of mobility and such kind of measures like in the Rurbance pilot initiative in particular. All-day-politics should be taken as a chance to search direct contact to citizens, which often have reservations regarding unusual solutions and new ways of thinking, to show them the multi-levelled benefits such a development would bring.

A key advantage in the process is the longstanding cooperation between the Regional Management Graz & Graz-region and the Executive Office for Urban Planning, Development and Construction of the City of Graz. There are many positive experiences in implementation of initiatives, measures and projects concerning the urban-rural development of the Metropolitan Area of Styria, e.g. with the outstanding Urban Plus initiative. So, projects are handled in a high-quality way, without missing opportunities to generate effects on local and regional level.

Regarding a long-term development also on national level, the Rurbance pilot initiative has got the potential to become a positive example for other regions which are facing challenges in the mobility / public transport sector. Therefore, the ongoing processes in developing the initiative and gained experiences could be useful once for other interested regions and twice for future (new or complementary) projects. Additionally to experiences concerning the developing process, there is knowledge generated regarding the phase of realization itself in the following years after Rurbance project closure. This is important, because the success of the hailed shared taxi system – like other measures in providing adapted mobility offers – can yet be evaluated correctly after some years.

So, the Rurbance pilot project definitely will have a long-term impact to the region, both in a concrete improvement of public transport and in getting experiences to be shared with other regional stakeholders or international partners.



Freizeitziele

Legende

Freizeitziele - Kategorien

- ◆ Freizeit
- ◆ Gesundheit
- Kulturgenuß
- ◆ Naturerlebnis
- ★ Sport & Fun
- ★ Wassersport

■ Two potential sectors for implementation

DEVELOPMENT OF AN ALTERNATIVE TRANSPORT SYSTEM

Planning, conception, implementation

As mentioned, the pilot activity measures in the local-recreation area Almenland in the north of Graz have started with the identification of stakeholders and decision makers in the whole planned pilot area (northern surrounding municipalities of Graz), a kick-off meeting to share general information about program Central Europe and the Rurbance project, and a best-practice workshop to present potential solutions for existing problems concerning mobility and reachability urban-rural regions. In addition to such information activities, personal contact to single stakeholders was searched to keep a trust basis built in past and / or parallel cooperation.

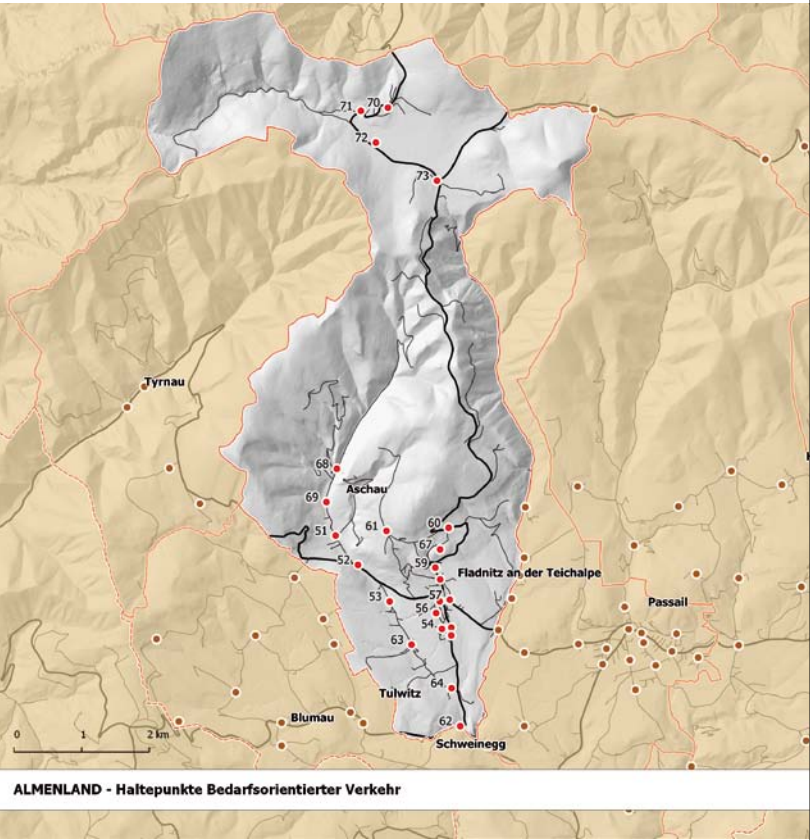
■ Best practice workshop, 11.11.2013



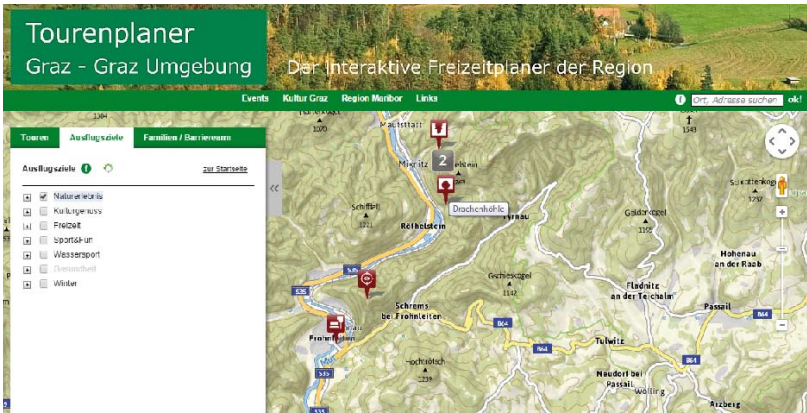
Because the thematic focus of the pilot project was set on mobility and local recreation / tourism, it was necessary to get an overview of touristic offers in the region. Therefore, the local recreation database of Graz & Graz-region was used to select relevant destinations and analyse their geographical distribution, thematic concentrations and the current reachability by public transport means. There was a breakdown of destinations into the categories leisure time, health, culture, nature, sport, water.

After some actors have shown interest in the development of a concept to improve public transport connections, the concrete focus area was analysed by project partners and an external expert regarding the status quo of public connections for several user groups (inhabitants, tourists, excursionists from the core city Graz). Project partners succeeded in involving important decision makers of the region including mayors of municipalities, heads of tourism associations, the Naturpark Teichalm/Almenland or other institutions. With their local support it was possible to collect information about the on-site requirements concerning paths and ways of tourists, all-day-mobility of inhabitants and changes in the number of potential passengers (seasonal, holidays, weekends). To complete the analysis, stakeholders were asked to provide information about mid and long-term regional measures, just to be able to take them into account to ensure a harmonized development.

To ensure a satisfying operating grade of the hailed shared taxi system, there are some key success criteria to be complied with by the implementing stakeholders. Under consideration of the fact that the installation of this alternative public transport system represents a win-win-situation for both, costumers and stakeholders, all involved institutions should be backing the measure even over and above the first phase of implementation with a possibly quite low grade of usage (usually, thus transport systems need some time to be established). The new system should not replace existing regular connections, but has to be seen as a reasonable extension and should follow homogenous standards in the whole area (pricing, design of stops, others). Due to external factors (climate, different kinds of recreational activities), seasonal changes must be considered. In addition, there has to be a focus on a positive customer experience from the first day on, e.g. waiting times or costumer services. To keep an equal status among costumers and avoid skepticism, no differences in pricing are planned for locals and tourists; there's still the possible solution of individual tokens for inhabitants. Even before the start of the implementation, and naturally continuously in the background, broad marketing is required. And finally, there has to be ongoing evaluation to optimize the system and react to changes in the framework or individual remarks by costumers.



Conception of fixed stops



Local recreation server Graz & Graz-region

Both in planning and implementation phase, this measure required a combination of different policy sectors. Project partners identified decision makers in involved municipalities as main stakeholders in the institutional sector. As planned in the early development of the concept, the private sector is to be involved in a later stage of the pilot project, including transport companies or touristic enterprises (hotels, other local businesses). Environmentally engaged NGOs like the Österreichische Alpenverein (ÖAV) or Naturfreunde were an exception to bring their opinion into the process of analysis and conception. As the development of the measure came to concrete considerations in implementation, local citizens were involved and asked about their wishes and thoughts about lacks of connections, potential positions for taxi stops, or general comments on the measure. This process often happened on municipal level by personal contact between community representatives and citizens, so that local experience and knowledge could be integrated in the concept.

REFERENCES

EDITORIAL OPENING

Figure01: Metropolitan Area of Styria, source: RMGGU

Figure02: City of Graz, source: Province of Styria http://www.steiermark.com/website/var/tmp/thumb_14452_contentGalleryBig.jpeg

POLICIES & STAKEHOLDERS I

Figure03: Settlement development, source: RMGGU

Figure04: Structure of Regional Management institutions, source: Province of Styria

<http://www.raumplanung.steiermark.at/cms/beitrag/11772491/642778/>

Figure05: Constitution of Metropolitan Area of Styria, source: Province of Styria [http://www.eurm.or.at/images/stories/news_2009/Regionext_KS - Foto 7.jpg](http://www.eurm.or.at/images/stories/news_2009/Regionext_KS_-_Foto_7.jpg)

Figure06: Substructure of the Metropolitan Area, source: RMGGU

Figure07: Demographic development 2002 – 2011, source: Regional profile of the Metropolitan Area of Styria, 2011

POLICIES & STAKEHOLDERS II

Figure08: Demographic prognosis 2030, source:

Province of Styria http://www.gemeindestrukturreform.steiermark.at/cms/dokumente/11558905_69295207/6ac3e4bd/Bevoelkerungsprognose%202009-2030_Graz_GU.pdf

Figure09: Commuter railway system, source: Province of Styria http://www.verkehr.steiermark.at/cms/bilder/494270/80/150/63/fa0f5b40/S-Bahn.JPG?as_is=J

WORKING TABLES

Figure10: Stakeholder kick-off event, source: RMGGU

Figure11: Development Discussion Table in pilot area, source: RMGGU

Figure12: Analyzing status quo and mobility needs, source: RMGGU

SCENARIOS & RESULTS

Figure13: municipality of Fladnitz, Naturpark Almenland, source: Municipality of Fladnitz http://www.fladnitz.at/images/fladnitz-klein_eyecatcher.jpg

Figure14: Implementation area of hailed shared taxi system, source: RMGGU

Figure15: Position of local recreation area Almenland, source: Google Earth

Figure16: Local recreation area Teichalm, Naturpark Almenland, source: http://www.steiermark.com/website/var/tmp/thumb_56307_contentGalleryBig.jpeg

Figure17: Two potential sectors for implementation, source: RMGGU

DEVELOPMENT MEASURES

Figure18: best practice workshop, 11.11.2013, source: RMGGU

Figure19: Conception of fixed stops, source: RMGGU

Figure20: Local recreation server Graz & Graz-region, source: <http://alpregio.outdooractive.com/ar-graz-umgebung/de/alpregio.jsp#tab=PoisTab>



THE TERRITORIAL SYSTEM “MILAN METROPOLITAN REGION”

A living-lab for the integrated sustainable development



The biggest urban area in Lombardy (and in the whole Country) is located around the city of Milan, in the heart of the Lambro-Seveso-Olona watershed, which is a portion of the wider Po river watershed.

Thanks to the great abundance of groundwater and surface water, the high fertility of soils and the flat landform, this territory has been ever characterized by a rich economy, mainly based on agriculture first and on industry and tertiary activities later on, and by the presence of flourishing human settlements. From the 1950s to the present, and particularly in the last decades, the balance between built-up areas and agricultural areas has been dramatically upset and in this portion of territory, which represents the connection area between city and countryside, land consumption is particularly evident. Transformation processes are unstable and the agricultural activities need to be developed in a diversified and multifunctional way to be competitive and survive.

Nowadays, the abandonment of the rural activities that in past led to a lack of maintenance and control of the settlement system gives way to a reverse of the trend: the birth of the Rural Districts is the main indicator of the enduring value of the rural tradition in the Milan area. Water and soil are again at the heart of the settlement system towards a “new civilization” based on healthy food, renewable energy, environmental and landscape quality, protection of the biodiversity, valorization of the cultural heritage. Many citizens are actively supporting farmers throughout short chain markets that trigger a new mutual confidence and a growth of the social capital; this shows some potential options for a new life style where the territory is considered a common good to be shared among the people who work together for an integrated sustainable development in a sort of living-lab.

POLICIES FOR AN INTEGRATED SUSTAINABLE DEVELOPMENT STRATEGY

In the Region of Lombardy, the case of the metropolitan system of Milan is emblematic of the interdependence and interconnection between rural and urban areas: the Milanese civilization was born and developed as a rural-urban one and development of the metropolitan system is still influenced today by this relationship, not without conflict and criticalities.

This territory lends itself to innovative experimentation with the Community approach to integrated sustainable development so far as the strategies for regeneration and urban sustainability can be pursued, starting with the rebalancing of the urban-rural relationship - the driving force of environmental requalification, of the recovery/enhancement of cultural heritage, of the consolidation of multi-functional green infrastructure, of eco-innovation, of social inclusion, etc.

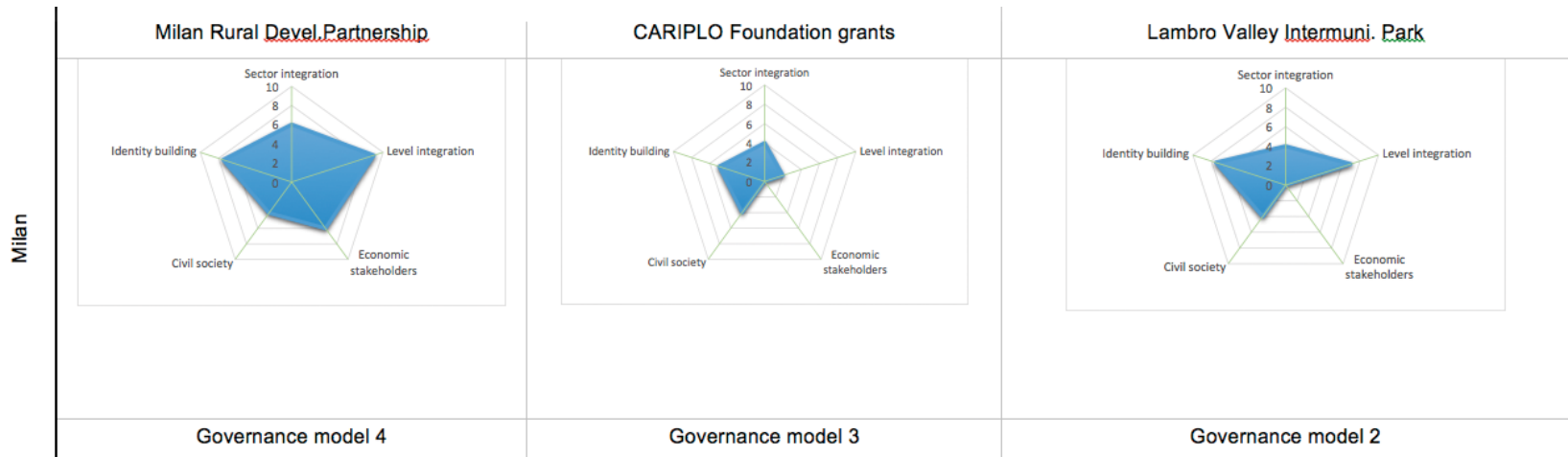
Responding to the thematic objectives set out by the Community Programmes 2014/2020 and to the priorities defined in the regional context (for example, in the prospective of the Alpine Macroregional Strategy or the Unitary Strategic Document), the Regional Authority of Lombardy has directed its own action towards the subject of maintenance, security and protection of the territory, through the promotion of multilevel territorial governance systems aimed at the protection and enhancement of environmental and landscape resources, as well as the recovery of areas of decay and/or at risk of being compromised.

The principles of Europe 2020 strategy can be summarised as follows:

- Smart development, established on an economy based on knowledge and innovation;
- Sustainable development, which aims to foster an economy that is more efficient in terms of resources, greener and more competitive;
- Inclusive development, aimed at an economy with a high employment rate, which fosters economic, social and territorial cohesion.

In this framework, Lombardy Region has used the tools provided by the RURBANCE project to support the territory by determining and establishing integrated policies which aim to:

- Consolidate the governance of the process of strengthening the rural matrix of the Milanese urban settlement, as it is a factor of resilience for the overall system, in all its forms: territorial, landscape, historic, cultural, economic and social;
- Pursue a balanced development model, which unites the dynamics and potential of the metropolitan areas with those of rural areas and open spaces though a ‘good’ public/private governance for an smart, sustainable and inclusive Urban-Rural Development.





INTEGRATION OF THE POLICIES

This approach has specific reference in the following:

- ① European Community Multiannual Financial Framework 2014-2020 – Integrated Sustainable Urban Development: the European Commission fosters the linking of measures concerning urban material renewal with measures intended to boost education, economic development, social inclusion and environmental protection. The emergence of strong collaboration between citizens, civil society, local economy and the various administrative levels is a prerequisite of this kind of process;
- ② Sustainable Urban Development in the Regional Operational Programme – ERDF: Lombardy Region fosters the redesigning and modernisation of urban services, social inclusion, the strengthening of the cities' capacity to boost valuable local segments of global production chains, taking into account the social dimension of business. The projects will be required to pay attention to the protection and fostering of urban ecosystems and of the historical, cultural, landscape and natural heritage;
- ③ Rural Development Programme 2014-2020: in its strategic forecasts, Lombardy Region has identified the diversification of agricultural activities as an opportunity for businesses in heavily urbanised, infrastructurally developed, and fragmented contexts;
- ④ Regional Law on Territorial Planning: provides for the preservation of the areas dedicated to agriculture and support to the economic development of agricultural businesses;
- ⑤ Regional Territorial Plan – Regional Landscape Plan: identifies the rural system as a “comprising strategic agricultural areas, areas of outstanding natural and environmental value, network systems [ecological and green]”.

A SHARED PATH

In order to combine aspects of environmental landscape protection with social and economic aspects, the local communities and businesses should participate in the implementation of the policies through initiatives aimed to foster the production of services to the territory, in a way that supports its capacity for resilience, improves the quality of life of the local population and at the same time creates new job opportunities.

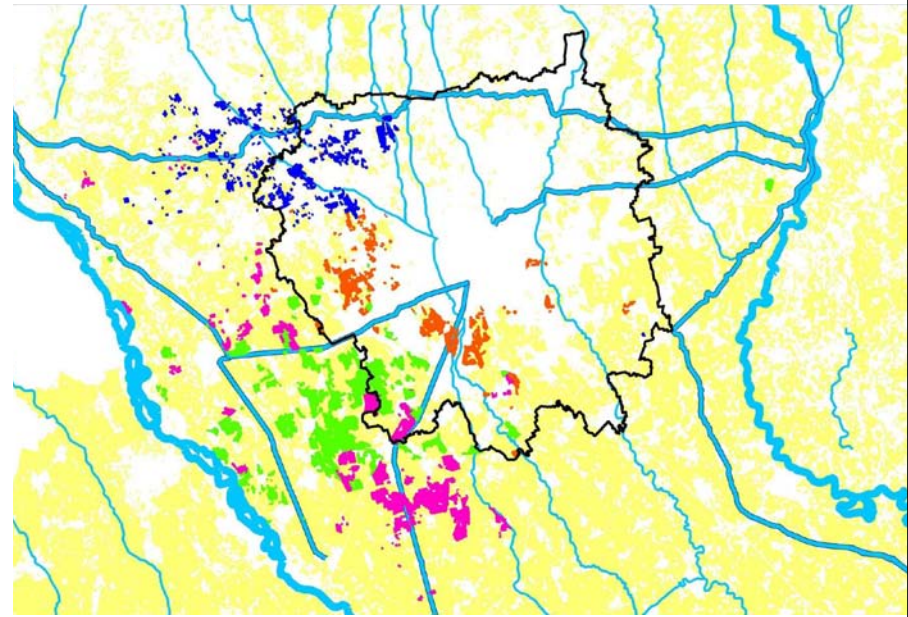
This means creating forms of settlement where the strengthening of the rural landscape and the development of green infrastructures are the focus of multi-actor partnership agreements, in such a way that multifunctional production activities can consolidate the factors that determine the resilience of the overall system, contributing to sustainable development through the integration of the production system with environmentally sustainable activities capable of fulfilling – at least in part- the demand for food, energy, natural resources and wellbeing.

In accordance with the RURBANCE approach, the territories where the urban-rural relationship is well-governed and co-managed by local actors are the most resilient and, consequently, the most competitive. This strategy has been recognised not only by local business, which for some time have been contributing to the development of territorial policies, but also by agricultural businesses, which in recent years have united into Consortia called 'Rural Districts'.

In a situation where the diversity of the territorial areas and actors that operate within it can be used to its full potential, the entire productive system – even more if organised according to the district principles – can increase its competitiveness. It is against this backdrop that the RURBANCE project has carried out the public/private multi-partner governance process, which has already begun in May 2012 with the signing of the 'Memorandum of Understanding for the sharing of the development strategy of the rural system of Milan' by Lombardy Region, City of Milano and Milan Rural District DAM.

This approach, also through the support of RURBANCE (see next paragraph), has gradually expanded to include all of the Rural Districts of the metropolitan area of Milan and the multiple civil society stakeholders with which institutions and businesses in the territory interlink (land reclamation consortia, trade associations, land owners, environmental associations, NGOs that operate in the social sector, citizens, etc.).





MULTIPLE ACTORS

The process carried out by Lombardy Region with RURBANCE has actively involved all of the local institutions in the area of Milan but, above all, it has seen the following Rural Districts take a dominant role:

- 📍 DAM Consortium – Milan Rural District >> this consortium including 31 agricultural businesses based in the Municipality of Milan, which carry out processing and breeding activities; the aim is the protection of common assets, soil and water and the regeneration of the landscape and environment against soil consumption, starting with the enhancement of the rich asset of farmsteads and business;
- 📍 Rural District ‘Riso e rane’ >> this rural district brings together 63 agricultural businesses, located in 23 Municipalities of the south-west Province of Milan, in the area of Abbiategrasso; the main activity of these businesses is the cultivation of rice. The district’s objectives are the enhancement of the typical landscape and environment for rice production, the rural heritage and the protection of the quality of the local produce;
- 📍 Rural District of the Olona River Valley – DAVO >> the agricultural district of the Olona Valley and River comprises 29 businesses and aims to respond to need for innovation and increased entrepreneurship. This District is positioned next to the historic Consorzio del fiume Olona, with which it shares the mission of territorial regeneration and local development for strengthening the area’s rural dimension and the importance of its river.
- 📍 Neo-Rural District “Tre acque di Milano” - DiNaMo ->> the neorural district of the three waterways of Milan unites 53 businesses in the area between the Villoresi Canal, the Ticino river and the Naviglio Pavese. It is geared towards the development of tourism, differentiated and quality production, the renewal of the historic architectural heritage and the protection of nature and biodiversity.

Moreover, the territorial system has a high number of associations that allow people to actively participate in local initiatives, which are based on a wide range of themes: environment, local development, urban planning, culture, health, solidarity, immigration, etc.

In this framework, the potential for the construction of new lifestyles, in which the territory is again considered a common asset to be managed with shared commitment, is realised. For those who want a more sustainable lifestyle, it is not only an ‘urban’ question but also a rural one, since the concept of the city has been enlarged into a territorial system that also includes rural areas. Citizens establish a new relationship with the land by recognising the role of the farmers on one hand, and by trying to experience rural life themselves on the other (e.g. the urban vegetable gardens as a collective experience).

With RURBANCE, civil society has not only become more aware of the development potential that is intrinsic in the integrated vision of the territory, but it has also been able to experience the institutional and planning process implemented by local authorities and businesses, becoming a co-actor in it through direct participation. Many of the districts’ local development projects involve local associations in the same way as, conversely, the associations themselves deal with the local productive fabric in order to strengthen their actions of territorial protection and promotion.

A PARTICIPATORY PROCESS

Towards the Territorial Development Framework Agreement (AQST) 'Milan Rural Metropolis'

The actors involved in the process of construction and implementation of the urban/rural development strategy of the metropolitan territorial system of Milan have worked side by side for more than two years in a structured working group, which has opened up various areas of discussion (so called 'development discussion tables'- DDTs).

It was agreed that a negotiated planning tool, the Territorial Development Framework Agreement (AQST), would be used in order to develop and establish a model for the governance of the process intended to achieve the objectives and is capable of maintaining the relationship between partners with a clear definition of the responsibilities and role of each person.

The AQST will ensure the process the following:

- ① Subsidiarity: the operational involvement of actors capable of expressing their wide knowledge of the territory, its resources and its needs;
- ① Local partnership: local public and private actors define and share objectives, strategies and intervention plans;
- ① Integration and concentration: the definition of the set of interventions according to criteria of coherence and functional integration, assuring the convergence of resources and actions towards a common development objective;
- ① Territorialisation of policies: the identification of suitable territorial areas to concentrate and integrate policies, taking into account the territorial vocations and the economic, social and environmental impacts;
- ① Sustainable development: this guarantees that the interventions will be capable of carrying out a rational and sustainable use of the natural resources protecting the quality of the environment.





The construction of the Agreement was developed jointly by local organisations and rural districts with the coordination of the City of Milan and the technical support of the Regional Authority of Lombardy for the RURBANCE project. 24 DDTs were organised, both 'thematic' dedicated to the enhancement of the rural landscape or to the pilot area in the Vettabbia valley, and 'plenary' designed to define the contents of the Agreement and the drafting of relevant annexes.

On 14 January 2015 the AQST 'Milan Rural Metropolis' was officially signed by Lombardy Region, Province of Milan (now a Milan Metropolitan City), City of Milan and the 4 Rural Districts which operate in the metropolitan area of Milan (DAM, DAVO, DiNaMo, Riso e Rane).

More specifically, the signatories identified and shared the first constituents of the strategic scenario of consolidation and enhancement of the rural matrix of the urban settlement, in order to achieve the objectives of Integrated Sustainable Urban Development set for the metropolitan area of Milan (see scenario), as well as an Action Plan consisting of micro-actions, actions and activities - to be constantly monitored (see development measures) - which will contribute to the achievement of the development objectives of the AQST. The Agreement asserts the partners' commitment to constant collaboration in the form of a permanent lab aimed to develop quality projects capable of integrating multiple aspects such as innovation, sustainability, competitiveness, territorial policies and cooperation; these projects will make it possible to experiment with the integration of regional, national and transnational strategies for a better use of the funds for rural development and territorial cohesion.



THE INGREDIENTS OF THE SCENARIO

To construct the scenario of the sustainable development of the Milan metropolitan area, the Lombardy Region brought the following methodological queries to the discussion groups with the stakeholders. These queries were drawn from the experience of the LOTO (Landscape Opportunities for Territorial Organization) project and shared with the Rurbance partners:

- ① What kind of territory do we have?
- ① What kind of territory are we moving to?
- ① What kind of territory do we want?
- ① What territory can we effectively have?

The answers are given through special reading keys of the Rurbance Project or, in other words, the reading of urban/rural relationships as a filter in the study of functional and morphological aspects and in focusing on local governance models. The result is a scenario finalised to address the choices of territorial transformation and the projects of requalification and restoration/reconstruction of the landscape in rural-urban areas.

In Lombardy, the Territorial System identified in the Rurbance project currently looks like a prime example of urban-rural relationship, an area in which recent territorial transformations conceived, developed and implemented according to a strategic objective of upgrading and enhancing local peculiarities, and with a view to sustainable development in order to reverse the degradation, abandonment and typical fragmentation of peri-urban areas, have formed the engine of a new reality full of vitality and new meanings, restoring dignity to this extraordinary piece of territory, a land of waters, reclamation, agriculture and innovation.





The ingredients used to build the scenario are the following:

LANDSCAPE: identification of areas, elements and systems of landscape-ecological significance, to represent the current characters of the landscape of open spaces and agricultural activity, understood as resilience factors upon which to base the transformations to come. A rich, complex and layered landscape, but weakened by the contradictions of the “metropolitanising” phase of the Milanese area. The “territorial governance methods” considered here are those that govern the open spaces, forms of protection and exploitation of protected areas, ecological networks, the designation to protect agricultural areas of strategic interest, provincial landscape river streams, in areas of regional landscape significance. The farmsteads in the countryside and in cities are today the hubs where the encounter, integration and mingling between the urban and the rural take place.

SPATIAL DEVELOPMENT: identification of areas, systems and elements of landscape degradation or impairment, to highlight the huge mass of elements that lead to pressure and compromise in this portion of the territory, making it particularly vulnerable. Territorial transformations are therefore read in a double perspective of criticism, but also of opportunity. For instance, the Milan City Council is building the system of green and open spaces, considering the existing urban green and project, existing forests, agricultural areas and watercourses as a whole.

MOBILITY: focus on slow mobility linked to fruition and urban-rural integration. The reference framework of the current state and slow mobility project is the “Provincial bicycle network”, which defines the main routes of the Milan metropolitan system. There are many institutional projects developed by private users that contribute to the construction of a network of mobility paths and support the development of landscape and environmental features, elements of the scenario in the process of being defined.

ENERGY: highlight of two particular themes to assess the landscape and environmental impacts. The first one is “Energy carriers. Transformations and landscape” and refers to the Milan Nosedo Water treatment plant as innovative energy carrier, in addition to introducing into the water network 100% of purified water for agricultural-manufacturing purposes, with an evident positive impact. The second theme is the power lines, undeniable factor of landscape and environmental degradation, in particular in the vicinity of the Abbey of Chiaravalle, whose burial as a strategy for a better energy distribution could have advantages from the landscape point of view, as long as the construction is done considering the characteristics of the landscape-environmental system in order not to cause even greater damage.

RURAL DEVELOPMENT and URBAN DEVELOPMENT have been understood to cross all of the constituent elements of the scenario and permeate both the representation of individual themes and the overall scenario itself.







TOWARDS A DEVELOPMENT SCENARIO

The strategic scenario for the exploitation of the rural settlement matrix for sustainable integrated urban/rural development aims at contributing to the construction of a new high-quality landscape complex of the territorial system, able to express the recognisable meanings, related both to identifiable factors of historical-cultural identity and to the new territorial role that the area is beginning to have in the metropolitan city.

The draft scenario, drawn up according to the cognitive framework and interpretative summary formulated in the Rurbance project and spurred by questions raised at the local level in workshops and working tables involving institutional and business subjects directly concerned, is a possible reference for careful management of territorial transformations, with the aim of formulating landscape focus areas for the planning and management of operations in a peri-urban fringe area with high development dynamics and a possible metropolitan-scale model.

The scenario was built also through the selection of ongoing and planned policies at present in the medium-term, with a time horizon of 5-15 years ("What territory can we effectively have?"), through the following key objectives: redevelopment of the water system as the carrier of the new landscape; creating ecosystem units able to reduce environmental pressure and contribute to a local ecological network; maintenance of agriculture with multifunctional role; enhancement of the architectural heritage, particularly of rural villages and abbeys; redevelopment of urban margins; mitigation of the effects of fragmentation of infrastructure, avoiding the emphasis on their extraneousness to paths with local characters, but instead trying to reformulate its landscape importance.

As shown in the maps alongside, the scenario has been attached to the Territorial Development Framework Agreement (AQST) 'Milan Rural Metropolis' and acts as a reference for the definition and implementation of clear development measures in the Action Plan of the Agreement itself.

THE ACTION PLAN OF THE “MILAN RURAL METROPOLIS” FRAMEWORK AGREEMENT

As explained before, the Rurbance project has supported the governance process which led on January 2015 to the signature of the Territorial Development Framework Agreement “Milan Rural Metropolis”. The Agreement defines the common goals for the future development of the rural-urban metropolitan system according to a shared scenario: these goals will be reached thanks to the implementation of several Development Measures.

The Development Measures are described in the Action Plan of the Agreement which is organized in Macroactions (M) and Actions (A) on the basis of the objectives targeted by each planned Activity.

As far as the governance model is concerned, the Action Plan is submitted by the members of the AQST’s Technical Committee, having shared the proposal with the different stakeholders involved in each Activity, and validate by the Steering Committee. Each Activity (that is part of a certain Action) has a Coordinator who is responsible of the enactment, monitoring and report of the Activity to the AQST’s Technical Committee. The fulfillment of each Activity is on charge of an Actuator according to the concerning implementation plan agreed with the Coordinator.



THE MEASURES FOR A RURAL-URBAN SUSTAINABLE DEVELOPMENT

M1 – IMPROVEMENT OF THE WATER RESOURCES MANAGEMENT

The objective is to improve the water resources management in order to maintain and enhance the fertility of the ground in a sustainable way.

M1.A1 – Improvement of the flow rate and of the performance of the water supply networks for agriculture (e.g. fountainheads restoration, re-connections of the water channels)

M1.A2 – Improvement of the water quality for irrigation (e.g. sustainable urban drainage systems, agricultural reuse of treated wastewater)

M1.A3 – Flood risk management (e.g. riverbed restoration)

M2 - ENVIRONMENTAL AND LANDSCAPE REQUALIFICATION

The objective is to restrain the degradation and nurture the environmental and landscape elements of the territory.

M2.A1 - Requalification and valorization of vast areas (e.g. ecological connections from Adda river to Ticino river)

M2.A2 - EXPO ecological compensations (e.g. projects of green-blue infrastructures)

M2.A3 – Agreements for the maintenance of the territory (e.g. agreements among local authorities and farmers for the maintenance of the urban parks)

M3 - RENOVATION OF THE RURAL ESTATE

The objective is to strengthen the rural systems in urban areas through a sustainable and profitable agriculture as a strategy to restrain the soil consumption

M3.A1 – Renovation of the buildings stock (e.g. requalification of the public farmsteads, refurbishment of the mills)

M3.A2 - Renewal of the machinery and plants for the production, processing, storage and commercialization of the agricultural products (e.g. improvement of the energy efficiency)

M3.A3 – Requalification of the arable land (e.g. maintenance of the country lanes, better management of the natural irrigation systems)

M4 – PRODUCT, PROCESS AND SUPPLY CHAIN INNOVATION

The objective is to sustain new forms of rural business diversification in order to extend the traditional production to new goods and services which satisfy the new urban needs.

M4.A1 – Resources streamlining (e.g. cooperative purchase and use of machinery, “network contracts” with the buyers)

M4.A2 – Innovation (e.g. production of renewable energies, projects for the smart cities and communities)

M4.A3 – New models for trade and commercialization (e.g. km0 markets, creation and valorization of Districts’ brands)

M5 – MULTIFUNCTIONALITY

The objective is to broaden the spectrum of farm activities in order to integrate the income and improve the sustainability of the rural business.

M5.A1 – Tourism offer and open space access (e.g. creation and promotion of waterways connecting rural and urban areas, promotion of the slow mobility for tourism purpose)

M5.A2 – Social activities (e.g. employment of socially disadvantaged people in the farms, employment programs for refugees, disables etc.)

M5.A3 – Educational activities (e.g. educational farms and gardens, nutrition education)

M6 – PROMOTION OF THE RURAL HERITAGE AND CULTURE

The objective is to diffuse the knowledge and understanding of the historical and cultural value of the agriculture in urban areas through a renewal and a re-discovering of the rural heritage.

M6.A1 – Territorial marketing (e.g. promotion of the Navigli area as a tourism district, creation of eGuides to promote the environmental and rural quality of the area)

M6.A2 – Valorization of the rural culture (e.g. organization of cultural events in the farms, participation to national calls for the valorization of the heritage)

M6.A3 – Communication (e.g. awareness raising about the environmental, economic, social and cultural importance of the enhancement and maintenance of the rural matrix of the metropolitan area, communication activities during EXPO 2015)





TURIN, CIRIACESE AND LANZO VALLEYS

The territorial system identified by the Piedmont Region corresponds to the perimeter of the Territorial Areas of Integration (AIT) n. 9 - Turin Metropolitan Area and n. 10 - Ciriè, as defined by the Regional Territorial Plan.

This perimeter includes the Turin Metropolitan Area, the first northwest belt of Turin, the plain crossed by the Stura Torrent and Lanzo's Valleys. It is a complex territory of peri-urban agricultural areas and lowland agricultural areas, three valleys (Lanzo's Valleys), the path and the catchment areas of the Stura of Lanzo Torrent and other protected areas such as the regional park "La Mandria" and regional special reserve "Vauda".



The territory is characterised, for the part of the plain, by medium and small sized population centres with the presence of a significant expansion of built-up areas (residential, commercial and production) and their widespread sprawl. The pilot area corresponds to the whole perimeter of the AIT 10 which includes Ciriacese and Lanzo's Valleys and the territory of the project consists of the municipalities belonging to the Union of Municipalities of Ciriacese and low Canavese (Ciriè, Nole, Robassomero, San Carlo Canavese, San Francesco al Campo, San Maurizio Canavese).

The integration of the pilot area with the subway system is still partial and based on relations of dependence. The reasons that suggest a closer integration into the subway system, more respectful of the identity and local governments, are: 1st the opportunity to balance the reduced naturalness of the urban area with the protection and enjoyment of natural heritage mountain, the 2nd need to ensure the garrison settlement and the mountain housing with the presence of services and employment in diverse networks with the metropolis, 3rd prevention of geological risk (in the mountains) and hydraulic (the plains), with operations in the mountainous parts of the river basins, 4th integrated use of water resources and renewable energy sources, especially hydropower and biomass forestry.



POLICIES AND STAKEHOLDERS

The pilot actions of the Piedmont Region have developed since instruments and policies at the regional level have been implemented, performing their actions of government and regional planning at the local level; these instruments have a direct impact on urban-rural relations in the area under investigation and have a significant effect on the development of the territory.

The tools whose contents, methods of implementation and territorial impact of major interest have been analysed are the Regional Territorial Plan, the Regional Landscape Plan, the Rural Development Programme and the River Contract of the Stura of Lanzo.

REGIONAL TERRITORIAL PLAN

The new Regional Territorial Plan ensures the structural interpretation of the area and is the reference -even at regulatory level - for planning at different scales; it includes the explanation of factors, values, limitations and long-term relationships that affect processes of transformation. This instrument also defines strategies and objectives at the regional level, it assigns the implementation -through moments of evaluation and comparison - to bodies that operate at the provincial level and local level; sets out the actions to be taken by the various actors in the planning, in accordance with the principles of subsidiarity and competence, to give effect to the purposes of the Regional Territorial Plan. The territorial matrix on which they develop the components of the plan is based on the division of the region in 33 Areas of Territorial Integration according to a polycentric model; in each of them it shows the positive and negative threads - current and potential ones - and structural dynamics that must be the subject of an integrated planning. The plan defines hereto strategic objectives closely associated with economic and infrastructure scheduling and planning.

REGIONAL LANDSCAPE PLAN

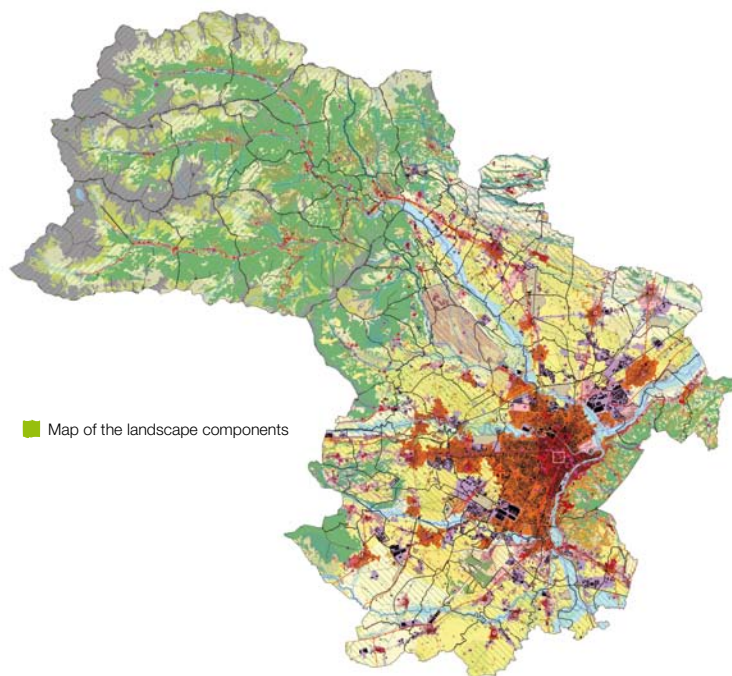
Environmental policies and landscape at European and national level, are, reflected in the “European Landscape Convention” (CEP, signed in Florence in 2000 by most of the member countries of the Council of Europe and ratified by Law 14/2006) and in Italy, in the new “Code of Cultural Heritage and Landscape” (Legislative Decree n. 42/2004 and subsequent amendments - CBCP), approved in 2004.

The European Landscape Convention recognizes for landscape a decisive role for the individual and social welfare, for the definition of regional identity as well as a factor of territorial and cultural strategy that, if properly exploited, it becomes one of the foundations in order to base economic development upon. The Code of Cultural Heritage and Landscape provided for landscape planning is extended to the whole region through the instrument of the Regional Landscape Plan, (i.e. the urban plan-territorial with specific consideration of landscape values), recognizing a strategic role in the variegated instrument of landscape protection and enhancement of the landscape. As part of the process of planning by Piedmont Region, in implementation of the Code, the Regional Landscape Plan is the main tool to establish the quality of landscape and sustainable development of the entire region. The central objective is therefore the protection and enhancement of the landscape, natural and cultural heritage, in view not only of improving lives of people and their cultural identity, but also the strengthening of attractiveness of the region and its competitiveness in networks of relationships that expand on a global scale.

RIVER CONTRACT OF STURA OF LANZO

The River Contract is the signing of an agreement that allows you to adopt a system of rules in which the criteria of public benefit, economic performance, social value and environmental sustainability are a priority in the search for effective solutions for the redevelopment of a river basin .

The River Contract of the Stura of Lanzo is configured as a programming tool negotiated interrelated processes of strategic planning for the redevelopment of river basins. The adjective “strategic” means a participatory sharing and co-planning involving all local actors (public and private); during this path, starting from specific objectives, defining the necessary actions to implement them.



RURAL DEVELOPMENT PROGRAMME

The new Common Agricultural Policy 2014-2020 is part of the “Europe 2020 Strategy”. The new Rural Development Programme 2014-2020 aims at encouraging the competitiveness of the agricultural sector, the sustainable management of natural resources and climate action, achieve a balanced territorial development of rural economies and communities, including the creation and maintenance of jobs through six priorities subdivided into specific focus area:

- ① Promoting knowledge transfer and innovation in agriculture and forestry and rural areas,
- ② Strengthening in all regions of farm profitability and competitiveness of agriculture in all its forms and promoting innovative technologies for farms and sustainable management of forests,
- ③ Promoting the organization of the food chain, including processing and marketing of agricultural products, animal welfare and risk management in agriculture,
- ④ Restoring, preserving and enhancing ecosystems related to agriculture and forestry,
- ⑤ Encouraging the efficient use of resources and the transition to a low-carbon and climate resilient in the agri-food and forestry,
- ⑥ Work towards social inclusion, poverty reduction and economic development in rural areas.

The priorities are also articulated through a coherent set of measures and actions, so as to ensure the conservation of agricultural resources and the region for future generations.

The opportunities offered by the new program can provide the financial resources for the implementation of territorial policies of environmental and landscape as contained in the other regional planning instruments examined.



PARTICIPATORY PROCESS WITH STAKEHOLDERS OF THE PILOT AREA

Sharing with the European Partnership different policies implemented in their territories revealed the presence of four models of governance. The first two, not present in Piedmont, come from the interaction of local actors from different sectors or between different areas of interest. They are mainly agreements and or contracts between public and private or public-public within different spheres.

The remaining two models of governance are directly relevant to the reality of Piedmont.

The third model of governance is present within the laws or plans in which the local actor following the course of the procedure consults other actors in the process of defining the policy in question.

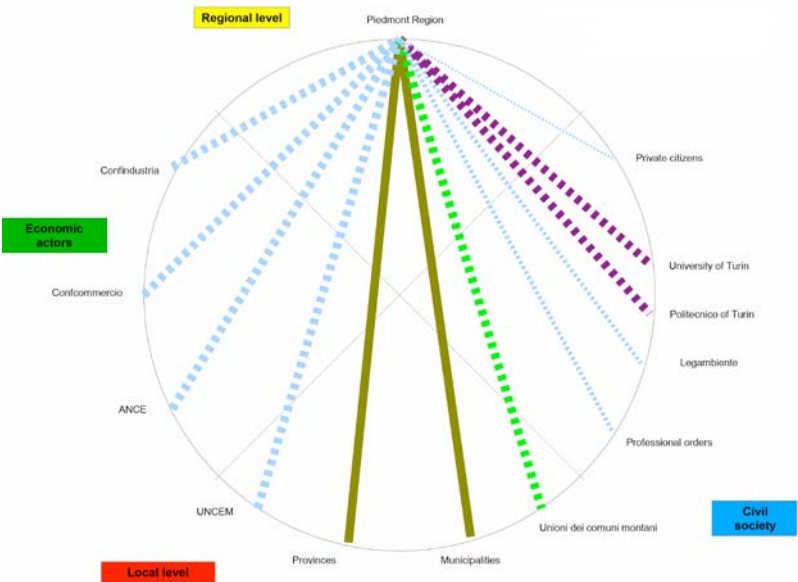
The latest model of governance, the mix of the other models, is the best model of governance of the region Piedmont since the process of spatial definition, the framework and the definition of strategies have been implemented as a result of a direct exchange with the various regional directorates, trade associations and different levels of government (state, provinces, municipalities).



The morphology of the valleys and their geographical position contribute to their relative isolation: no road connections with France, the only access is the connection with Turin by road and rail-road (part of the metropolitan railway system).

From a functional point of view there is a one-way relation between the pilot area and the metropolitan area. The first one is more homogeneous while the second one can be defined differently according to a diversity of fluxes, dynamics and functions. Administrative boundaries of the territorial system do not have a direct relation with government structures. The problem is more relevant for the metropolitan area with no intermunicipal public bodies, apart those managing specific services (transportations, environment, etc.). The situation is different on the pilot area where inter-municipal agencies do exist. The territorial system could be characterised by:

- 🕒 In term of vulnerability: severe damages on urbanised areas and infrastructures, agricultural activities in the Lanzo valleys are marginalised, the growth of urban areas has had a strong negative impact on agriculture.
- 🕒 In term of resilience: the potentials of the Lanzo valleys natural environment, the production of energy from renewable resources, a tradition of cooperative planning.



Wheel of Stakeholders: Regional Territorial Plan

In the area, there are three different institutional levels: municipalities, unions of municipalities (Lanzo Valleys and municipalities of Ciriace) and the Province of Turin. The “Gruppo di Azione Locale (GAL) Valli di Lanzo, Ceronda e Casternone”, a public/private consortium created for the of EU Leader+ Program has been one of the most relevant actors. Governance networks are quite strong in the Ciriè area and they include private and public actors with some relevant activities, like the Stura Territorial Pact, Green Crown Strategic Project and Stura River Contract. The pilot activities will be aimed at defining models and operational arrangements to ensure the reduction of land consumption, the recovery and regeneration of the built environment, the preservation of agricultural areas and the implementation of the ecological network.

The participatory process, promoted by the Piedmont Region in the local area, was somehow integrated and enabled the development and sharing of spatial representation that was inspired by the idea of a substantial coincidence between the government of the landscape and the territorial government.

This strategic vision or strategic framework of the supra-municipal interest and predominant project has taken the form of end product in a process of participatory planning, as a result of the contributions made by discussion tables, coordinated by the Piedmont Region, attended by local administrators of 'Union of Municipalities of Ciriace and Basso Canavese', stakeholders and local actors.

④ Evaluation Phase, articulated in the analytical framework of state (which evaluated conditions, dynamics and challenges involved), evaluation of the alternatives (which evaluated cumulative and synergistic in short, medium and long term and defined compensatory and mitigative measures, evaluating implementation tools in terms of practicality and financial resources) and monitoring (through the formulation of a program that will assess the temporal effects of actions activated on initial conditions, either territorially, landscape-environmental and socio-economic and verify the effectiveness of the application procedures).

The conclusion of the participatory process has resulted in the Strategic Framework, which was accompanied by the creation of a territorial agreement for the implementation of territorial policies and landscape of supra-municipal level in relation to the interdependence of the natural, environmental and landscape areas and the arrangement of settlements, as well as the economic and social analysis of the municipalities involved in the project.

WORKING TABLE

The areas that lie between the Alps and the urban area of Turin constitute the pilot area of the Ciriace Region and the Lanzo Valleys, and include the piece of land designated as the project area of the Union of Ciriace Municipalities, located in the second metropolitan belt. This whole area, and in particular the Ciriace area, is a mixture of small centres, extensive agricultural areas and a notable expanse of widespread establishments, in addition to production areas, and facilities that serve all the municipalities, such as the Turin-Caselle Airport, important city parks and natural infrastructures such as the Stura di Lanzo River.

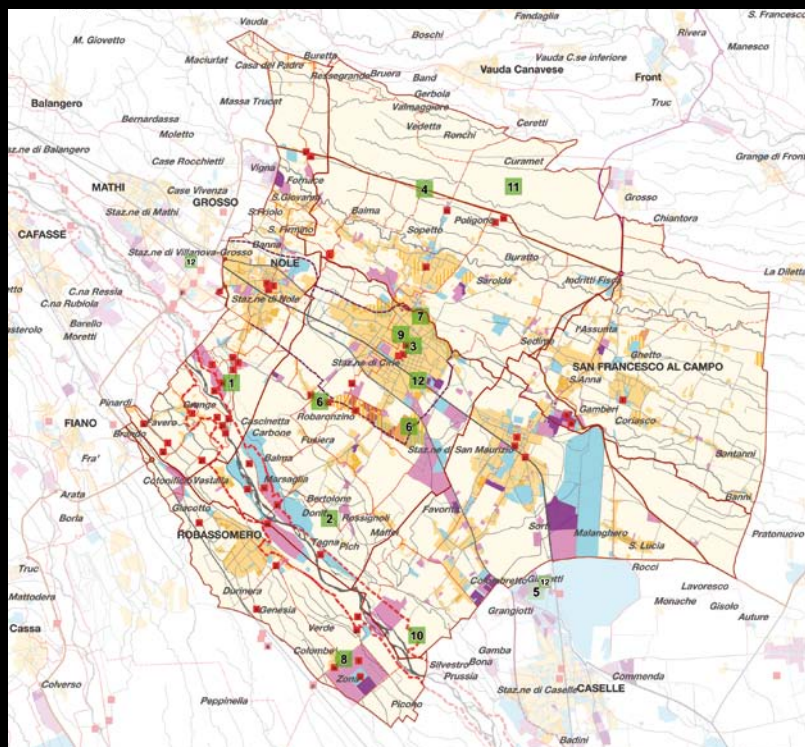
The territory in the Union of Municipalities corresponds to the European definition of periurban space developed during the PLUREL Project (European Commission VI Framework Research Programme, 2011), according to which it is “discontinuous built development, containing settlements of less than 20,000 inhabitants, with an average density of at least 40 persons per km²”. From a social and economic standpoint, the local communities intrinsically have a good environmental status and a high quality of life, but the crisis that began in 2008 is progressively leading to a reduction in the opportunities for young people and a progressive contraction of production activities in the area, in particular in the manufacturing and construction sectors.

It was in this context that the research group launched a series of workshops (Laboratori del futuro -Workshops of the future)) in 2014, organised in 4 themed sections:

- 1. Agricultural metropolis:** agricultural areas and food production chain, which aims at making the most of the potential offered by a multi-functional agricultural system designed to improve the environment, preserve the landscape and promote social and economic development in the area.
- 2. Regeneration:** renovation of the structures, environment and energy of the settlements, designed to identify the conditions for launching urban regeneration projects, with particular reference to brownfields or disused areas, and to activate processes for developing the existing buildings. These actions aim at counteracting land consumption, and so contributing to stemming the current stagnation of the construction market.



- 3. Mobility and quality of life:** transportation, distribution and accessibility of services, designed to define the requisites of the metropolitan regional railway service and the actions required in related to these; to propose actions that aim to reorganise the services in the area of the Union, while providing an efficient response to the requirements of the population and the local economic system.
- 4. Local resources and landscape:** local community, metropolitan use and tourism designed to define the actions that must be performed in order to achieve widespread ecological functionality and an overall improvement of the landscape that will benefit the local communities and reinforce the potential of tourism in the area.



■ Participatory needs and issues from Laboratori del futuro (Coord. Telos Ltd)

This series of workshops presented an opportunity to identify the resources, problems and strong points of the territory and the governance systems on a local, metropolitan and regional level, and concluded overall that:

- ① The local collaboration networks require reinforcement;
The degree to which the population is familiar with, and acknowledges, the value of the landscape's identity must be consolidated;
- ② Reinforcing the environmental networks and the system for conserving and managing the natural and cultural resources is essential;
The use of the territory by the local community and a sustainable mobility system provide an incentive to promote non-destructive development;
- ③ A project with a vision that benefits the whole area, such as that proposed by R Urbance, in particular from an environmental and landscape-related standpoint, and which is not designed by a nameless authority but is instead based on the results of a dialogue with the community, can help assign a role within the wider metropolitan panorama to the rural urban territory of the Ciriace area and Lanzo Valleys. This potential can become a firm opportunity that enables the area to move forward with its own territorial identity as part of the regional and metropolitan plans.

The results of the "Laboratori del Futuro" were illustrated in Ciriè on 20 December 2014 and formed a basis for defining the development measures proposed by R Urbance for the area, in accordance with the Union of Municipalities.

DEVELOPMENT STRATEGIES AND SCENARIOS

The main objective for the development of the territorial system is represented by the region's ability to be attractive both in relation to other Regional systems of Piedmont, both towards National and European territorial systems with larger dimensions. The statistical and qualitative photo-mapping performed has allowed the emergence of four major development strategies focused on the following aspects:

- ① Integrated development of the territory,
- ① Local factors of development,
- ① Exploitation and strengthening networking assets,
- ① Loisir and personal care.

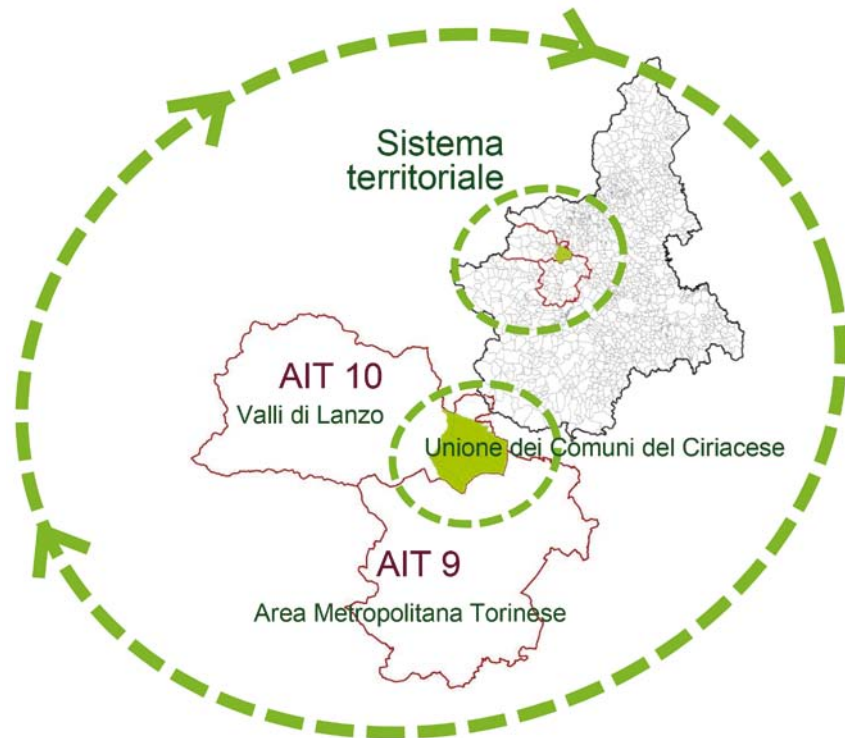
The **integrated development of the territory** splits towns of Municipalities and, in the second order, the areas next to the same type with characteristics of rural/mountain. Specifically, with the definition adopted, it means those actions aimed at redeveloping the towns and any settlements or villages isolated giving identity to the same priority areas and actions.

Local factors of development, part of the second strategic line listed above contemplate agriculture, tourism, environmental quality and design of the landscape. Agriculture, in particular, is good but with significant margins for further dissemination and, above all, innovation.

Less developed is tourism: the initiatives in the area, although medium-high level, are not introduced into the circuit of regional promotion and attract mainly local tourism for one day. They are also not adequately enhancing traditions, local knowledge and cultural heritage. They are minimal, both in number and quality of offer as well as accommodation facilities. Much can be done, finally, for environmental quality and design of the landscape, understood as development of local sectors, restructuring and environmental regeneration of urban networks and territorial systems consisting in protection and enhancement of environmental excellence – both hilly and mountainous.

Exploitation and upgrading of intangible networks aim at encouraging the connection of the territorial system with intangible networks of knowledge. Despite Piedmont falls between the regions with the highest coverage of broadband network, here there are still disadvantaged areas not adequately served or not served. One possibility, yet to be assessed, could be entering into agreements to optimise the coverage of the territory, engaging the new programme 2014-2020 for policies on the digital divide.

Loisir and personal care means a mix for the welfare and quality of life of the resident population, appeals to the outside world. The Health District Union of Municipalities of Ciriaceese falls within the Territory of ASL TO4, and is located in Ciriè. It ensures the delivery of primary health care and social-health services, it is a central element for the region and for the functions as well its activities , and with which they could enhance the local factors of development. This would create a virtuous circle in which the different elements - loisir and personal care, agricultural-social agriculture, tourism - support each other.



In parallel to the identification of the four development strategies, with the intersection of the directions contained in the instruments of European programming period 2014-2020 and the outcome of the analysis of current trends, four scenarios were identified in which the above strategies are declined:

- 1 Inertial-regressive;
- 2 Minimal;
- 3 Medium-development;
- 4 Optimal.

Altogether we considered measures for the support and the revival of the still present production system and for the identification of alternative production systems that were gradually dying:

- 1 Measures to redevelop the existing building;
- 2 Hydro geological measures for the safety of the area and for the redevelopment territorial and environmental;
- 3 Measures related to agriculture and tourism;
- 4 Measures to optimise the system of material and immaterial communication: the metropolitan railway system integrated with the Turin metropolitan area and the broadband in order to acquire the necessary tools to connect efficiently and sustainably all the municipalities.

The mission and the common strategy described so far will have to consider not only the Union of Municipalities constituents the pilot area but also municipalities of the Lanzo's Valleys, and especially the hinterland municipalities of Turin, so as to develop the potential at the local scale and amplify it thanks to the implementation of the system.



	INERTIAL REGRESSIVE SCENARIO	MINIMAL SCENARIO	MEDIUM DEVELOPMENT SCENARIO	OPTIMAL SCENARIO
INTEGRATED DEVELOPMENT OF THE TERRITORY				-
LOCAL FACTORS OF DEVELOPMENT		-	-	-
EXPLOITATION AND UPGRADING OF INTANGIBLE NETWORKS				-
LOISIR AND PERSONAL CARE			-	-

INERTIAL-REGRESSIVE SCENARIO

The inertial-regressive scenario constitutes a scenario of no reaction, resignation, or even drift and regression. Against that description is a scenario in which we would miss the elaboration of new behaviours and shared strategies, relying instead on a random and short-term interests of different actors of the territory, with decisions mainly designed to respond to emergencies.

In this context we would see the inability to make a system that would heavily penalize the territory also with reference to the local inability to stand with more weight towards the European programming and, more generally, towards regional and national public funds.

The efforts put in place would be aimed at trying to ensure the survival of specialisations, through attempts to influence the reduction of costs rather than increasing the added value and the development of the potential system already expressed by the territories.

Such a scenario could accentuate the results of sectoral crises that occurred over the last decade, open the way to outward migration flows, particularly of skilled human capital and, conversely, for inbound migration of disadvantaged people.



MINIMAL SCENARIO

The minimal scenario is characterised (compared to the previous year) as a reaction related to the potential already established in the territory, without triggering significant virtuous behaviour of relationship or development in shared strategies.

The persistence of the general trend aimed at responding to emergencies, thus still far from a public policy approach of supporting and improving regional competitiveness, alongside a small private initiative with the possibility of opening up new markets with products and innovative activities.

Minimal scenario develops, in the first instance, the strategy of the factors of local development, given the significant presence of the well consolidated agricultural sector, first and foremost. It is followed then by some local development initiatives that generate daily tourist flows- albeit in the absence of a strong link. The development system for all local actors involved may be the first point of departure to ensure the territories concerned the opportunity to “engage” with the regional, national and European networks, in order to increase their visibility and attractiveness.

Although preferable to the previous one, this scenario would see the prevalence of individuals that govern relations, specialists and sectors, such as individual actions and initiatives related to the European structural funds for the agriculture European planning.



MEDIUM- DEVELOPMENT SCENARIO

The medium-development scenario differs from the previous one in the start of a shared strategy that, starting from the creation of a network between actors of some strong areas of expertise, propagates the effects influencing the development of strategies in different but complementary parts. This is the case of the link that may arise between the strategy of local factors of development and the loisir and personal care. An effective systematisation of actions of the actors operating in the field of agriculture, commodities and especially in the multi-functional one (with the actions implemented both for tourism and leisure and for services to person already on the ground), could begin the transition from a passive model to a territorial active one, which relies on its endogenous potential, exploiting the network as a competitive advantage.

In this hypothetical scenario governance may be established, for instance by pooling concerned resources in the territories from different regional, national, European funding.. In this regard, for the territories in question, multi-fund strategy may be implemented, as the one advocated by the European Union.

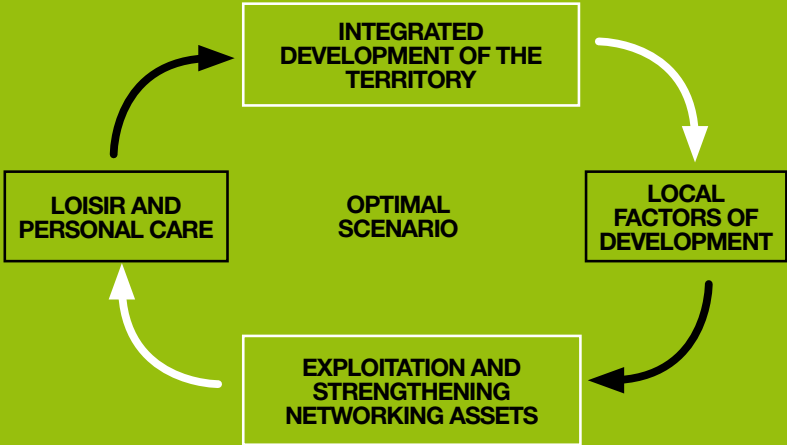
OPTIMAL SCENARIO

The optimal scenario is based on the idea that the pilot area has not definable boundaries by default, but necessarily extends not only to the Lanzo’s Valleys but also to Ivrea and, further, to France. In this way you can start a development path that, starting from the specific characteristics of the area, takes into account the complementarities and synergies with the surrounding territories.

The context which originates sees the Union of Municipalities of Ciriace, and other supra-municipal aggregations in the area, playing an active role with the forms of governance developed on and from the historical, cultural, political and functional areas.

The pressure from below feeds policies and produce territories’ ability to intercept funding from regional, national and European level.

The scenario becomes optimal when the four strategies are present together according to a circular logic: the development of a strategy calls for and is necessary for the implementation of another one.



Main aspect of this scenario is the geographic location of the area analysed, which gives the same definition of “middle ground”. This definition can give a competitive advantage to the area if good accessibility is guaranteed. In this way the local factors of development may be put at the service of the Lanzo’ Valleys, as well as the regional capital and the municipalities close to it, by activating forms of cooperation on common goals.

The economic base could be improved on one hand by exploiting the potential of the peculiar territory and, secondly, by hosting innovative diversified activities and job creation. So i the ability to attract and build on the – regional and overregional - heritage is essential in terms of skilled human capital, social capital, institutions of excellence in research and training. There are many opportunities to search in the public/private national and international panorama that haven’t been seized yet and that might find a great place in the territories under analysis, thanks to an improved immaterial accessibility.



LOCAL IDENTITY AND RESOURCES OF METROPOLITAN CITY AND ALPINE AREA

The areas in the Ciriace Union of Municipalities, the Basso Canavese and the Lanzo Valleys make up the pilot area identified by the Piedmont Region for the RURBANCE project, which focuses on the relationship between urban and rural areas and on experimenting with new planning models. The Project involves a development Plan being formulated for all the municipalities in the Union, covering all the areas therein.

From an infrastructural point of view, there are two themes within which common strategies will be developed for the areas at the foot of the mountains and those in the Alpine valley:

- 📍 Development of the metropolitan Turin-Ceres railway and its stations as the service and interchange hubs of an integrated mobility system designed to serve the local areas and their tourist circuits, and the extension of the networks in order to develop ICT;
 - 📍 Development of the Stura di Lanzo strip as a natural infrastructure that cuts through the Alpine valleys, and runs over the land in the outlying municipalities, stretching as far as Turin, in the very heart of the metropolitan area.
- From an economic and social viewpoint, there are many themes based on which a collaborative relationship could potentially be established:
- 📍 Services, from health to leisure activities, from education to business services;
 - 📍 Reinforcement of the networks and platforms for social collaboration and local development;
 - 📍 Tourism, with a view to creating an integrated range of services and products that benefits from the positive elements which would be generated by a partnership between the two areas;
 - 📍 Agriculture in its various forms, from the more extensive stable agriculture of the Ciriace area, to the more fragile chains of the Lanzo Valleys which nevertheless have a noble tradition that must be safeguarded and renewed;
 - 📍 Regeneration of the social fabric and landscape, by redeveloping the centres and residential areas, recovering disused production areas, improving the ecological network and agricultural, seminatural landscape.

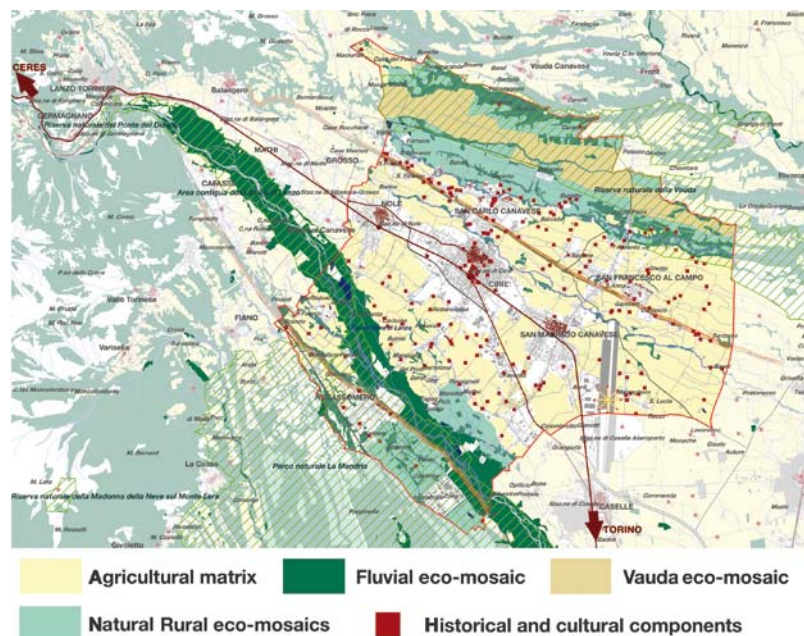


DEVELOPMENT MEASURES FOR THE PROJECT AREA

The development measures are defined based on the results of a research carried out in the initial phase of the project and illustrated in the Methodological Document. The Document discusses several innovative aspects of the new Piedmont Regional Town Planning Law: town planning equalization, the distinction between the structural and operational contents of the planning process, the recognition of the value of ecosystems services, the integration of quality objectives relative to the landscape and its economic development, recognition of the role performed by the rural-urban areas on the outskirts of the city (territorial equalization). The research provides basic theories and operational guidelines for the use of the new analysis and planning methodologies, with a view to favour: urban regeneration, which will counteract the expansion and consumption of agricultural land; improvement of the local and territorial environmental balances by reinforcing the services relative to the ecosystems and the environmental and landscape components of structural value; a greater, more balanced involvement of private individuals in the construction of the “public city”.

In relation to local development, the experiment plays a part in defining several projects for the wider area in view of the new 2014-2020 programmes for EU Structural Funds and the strategic plan of the Metropolitan City:

- ④ Development of the metropolitan railway station hubs, by concentrating the services and also the volumes occupied, in line with mechanisms that aim to redistribute urban space and volumes;
- ④ Promotion of the Stura River as a local natural infrastructure connecting the Parco della Mandria and the Parco della Vauda, also by concentrating the interventions performed to improve the ecosystem services linked to extraordinary assistance with town planning operations that can also be performed from remote;
- ④ Construction of a town planning model, from a territorial and legal standpoint, which is designed to recover the disused areas present within the Union, and identify a type of area with “zero bureaucracy and 100% flexibility”;



■ Territorial structural components of the project area (Coord. Telos. Ltd)
 The natural infrastructure of the Stura di Lanzo river and the historic metropolitan Turin-Ceres railway, link the project area with the Alps and the Lanzo Valleys, as well as with the urban area of Turin.

- ④ Promotion of a new model of multi-functional agriculture from a cultural and economic standpoint by acknowledging the role agriculture plays in “land stewardship” (protecting the soil, landscape and cultural traditions, managing the ecologic networks and parks, conserving and improving biodiversity) and promotion of local development (tourism and leisure activities, food production chains, social services and education, generating energy);
- ④ Relating the above-mentioned themes, if possible, and their underlying strategies, to the sources of funding available for 2014-2020, while at the same time promoting local collaboration networks and platforms for innovation and founding new businesses.



Aerial picture of the foothills north of Verona (Image: Claudio Pedrazzi). On the right: Vineyards near Negrar in Autumn (Image: Parry B&B Valpolicella)



VERONA AND THE PREALPINE VALLEYS

The urban area of Verona is located at the mouth of a valleys system in the Prealps (Valpolicella, Valpantena, Val Squaranto): the hilly area historically represented an agricultural resource for the town, from the Roman time to the Venetian Republic. Today, after a productive decline in the XXth Century, it plays again an active role in the regional economy with its high quality agro-food productions (wine, oil) positioned on the international market.

The town of Verona includes the historic center (UNESCO World Heritage) visited by hundreds of thousands people every year, which is the fourth tourism attraction in Italy. The two industrial clusters (Agricultural Industrial Zones, ZAI) are presently affected by the economic crisis. After the changes in the economic context the town is called to rethink the relationships between the different parts that forms its territorial system. In the pre-alpine valleys (Municipalities of Negrar, Grezzana, Roverè Veronese) the agro-food productions reached in the last decades a level of excellence recognized at international level (Valpolicella, Amarone), offering a specific development sector able to withstand the crisis and represent a model by its own. The mountain area rising toward Lessinia mountains presents a unique landscape of grazings, with tourism potential beside production.

The balance between the urban and rural dimension, the achievement of a mutual and fruitful relationship between the urban area and the pre-alpine valleys, offer the opportunity for a lasting and sustainable development of the entire territorial system. It represent a challenge to promote specific characters within a cohesive territorial structure.

THE POLICIES INVOLVED IN THE PILOT ACTION



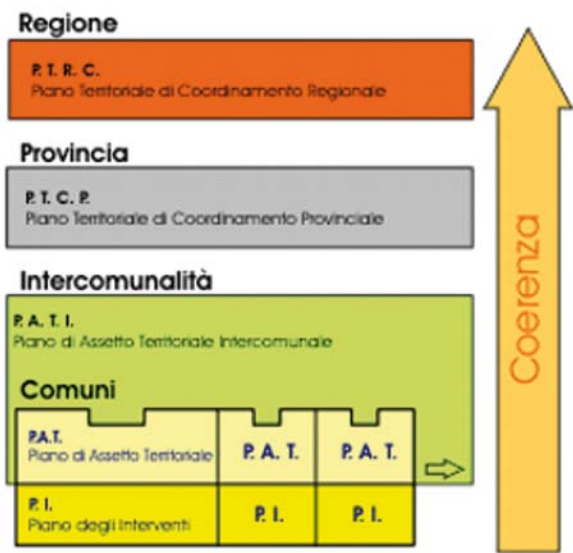
The pilot action of the Veneto Region has been developed considering which “policies” at regional level affect the urban-rural relationships and have a significant outcome on territorial development. To this end the word “policy” is used in a wide sense, including plans, programs and projects, as agreed with the other Partners of the RURBANCE Project.

The Urban Planning tools and the Rural Development Programme have been identified as the policies of greatest interest. These two sectors, each one governed by a complex regulatory system by the Region, have a significant impact on territorial changes, but often they are not adequately integrated or coordinated.

Despite the territorial impact of these policies (planning with regard to new urbanization, rural development concerning agricultural production) only spare experiences exist in the region with the objective of their integration, taking the form of experimental plans or policy actions for restoration of the rural heritage.

An example of integration between these two policies has been implemented under the Pilot Action of Veneto Region. The first steps to strengthen urban-rural relationships within these instruments have been made. The proposals for a more comprehensive integration were developed. The overall objective is to coordinate the territorial transformations foreseen by the planning instruments with those promoted by the agricultural policies, in order to foster an organic territorial evolution and a balanced development of urban and agricultural areas.

Gli strumenti di pianificazione territoriale ed urbanistica previsti dalla Legge 11/04

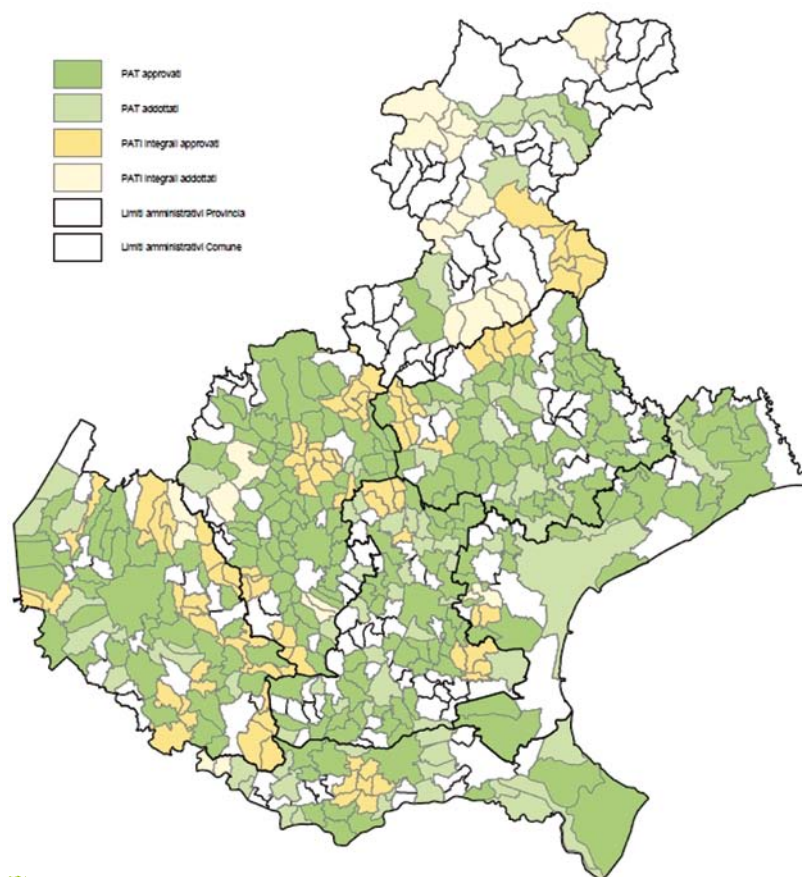


Here below there is a brief description of the Planning system and of the Rural Development Programme.

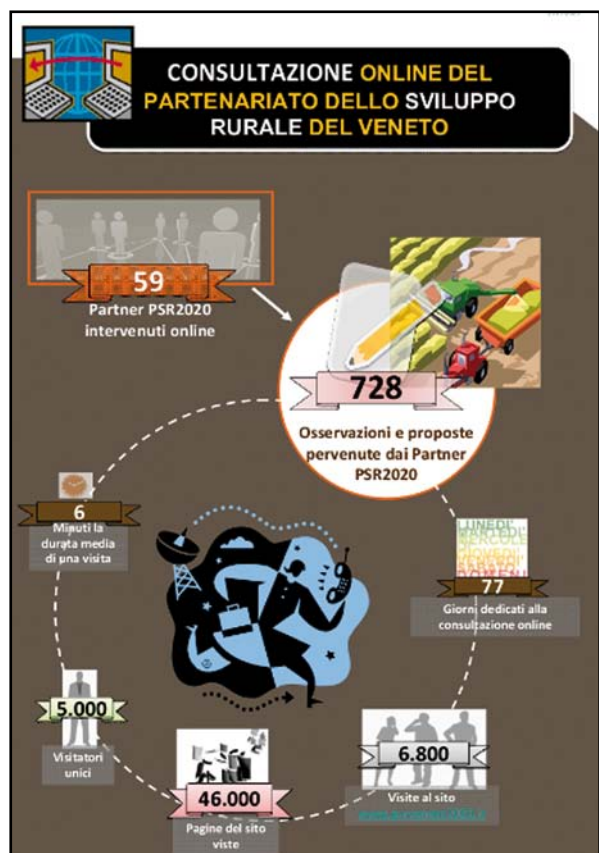
The Rural Development Programme (RDP) 2014-2020 is part of the European Common Agricultural Policies (CAP). The Veneto Region produced the documents in the last two years through a participatory process involving the farmers’ trade associations. A first draft of the RDP has been sent to the European Commission in July 2014; in December 2014 the EC observations have been received; Veneto Region sent to the EC a final version of the documents; the approval is expected by May 2015. The Rural Development Programme is the second component (second pillar) of the Common Agricultural Policy. While the first pillar (contributes to farmers) is oriented to support the base of agricultural production, the RDP aims at promoting sustainable cultivations (agri-environment), development of new economic activities related to agriculture (diversification measures), maintenance of historical and cultural heritage.

The Planning Act of the Veneto Region (Act n. 11 of 2004) defines the planning tools drawn at municipal level, i.e. Strategic Plans (PAT) and Operative Plans (PI). The PAT has an address function, the PI identifies the concrete transformations (new buildings, infrastructures, services, etc.). Since 2004, the municipalities have begun to draw the new plans (PAT and PI) instead of the old ones (PRG, General Development Plans): currently 80% of the municipalities are using new planning tools. The RURBANCE Project for its Pilot Action focused on the Operative Plans (PI). In this tools the agricultural areas are usually considered adopting a rather “traditional” approach (zoning, extra-urban development), with little attempt to consider the environmental and social services of agricultural spaces. In this perspective a particular attention was given to the agreements between public bodies and private farmers that allow to recognize the services provided for environment and landscape maintenance in the Operative Plans.

Mapa dello stato della pianificazione in Veneto



Map of the Municipalities in Veneto Region that have adopted the Planning tools of the New Planning Act since 2004 (Image: Veneto Region)

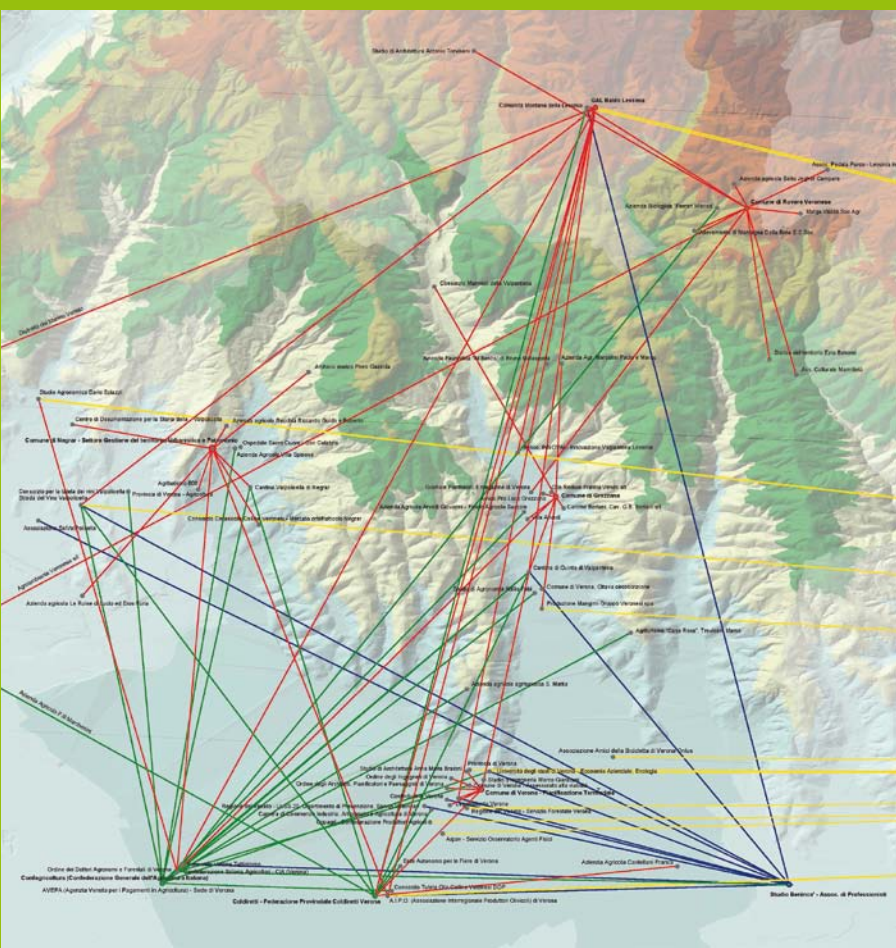


Figures concerning the participation process for the Rural Development Programme of the Veneto Region (Image: Veneto Region)

THE PARTICIPATORY PROCESS WITH THE STAKEHOLDERS

In Veneto participation with the stakeholders was a key step to support decision makers in government actions concerning rural-urban relationship and local development. The choice of a bottom-up model of Community-Led Local Development aimed at building a model of inclusive and integrated governance in the territorial system of the pilot area. In fact, the inter-municipal scale gave an opportunity to integrate and expand the government actions beyond the administrative level, toward a systemic and cooperative approach.

Thus participation has triggered a step by step process, which began with the identification (mapping) of the various stakeholders at local level (public and private). These subjects have been offered **1)** training and guidance (coaching) to make them aware of their policy options and extend their expertise (capacity building); **2)** a comparison with other areas and experiences (twinning) concerning the same topics, to understand the value of their own practices and import new actions recognized as virtuous. The final step of the process was building a group of stakeholders (networking), to run discussion tables and prompt local animation. Common and preliminary to each phase has been communication, conducted both by traditional means (official invitations from municipalities, regional invitations by Veneto, project e-mail invitations) and through use of social media (mainly Facebook).



Map showing the relationships between stakeholders involved in rural-urban development, from 11 interviews to key actors (Image: Veneto Region)

LEVEL	TYPE OF STAKEHOLDERS				TOTAL
	PUBLIC BODY OR DEPARTMENT	COMPANY	GROUP MEMBERSHIP	PRIVATE /INDIVIDUAL	
1_ National-Regional Level	8	0	0	0	8
2_ Local Level	17	0	3	0	20
3_ Civil Society	4	0	14	23	41
4_ Economic Actor	1	5	36	10	52
TOTAL	30	5	53	33	121

Stats about the stakeholders identified through the mapping activities in the Pilot Area (Image: Veneto Region)

■ Coaching session organized by the RURBANCE Project in Grezzana on 11th of March 2014 (Image: Veneto Region)



■ Round table organized by the RURBANCE Project in Verona on 13th of May 2014 (Image: Veneto Region)

STAKEHOLDER MAPPING

On the basis of a brainstorming in the working group and of previous knowledge about rural-urban relationships, a small group of key informers was selected, 11 Qualified and Informed Witnesses. Each of them was interviewed face-to-face, for an average duration of 45 minutes. The interview, divided into two parts, allowed to identify a list of 10 potential stakeholders for each interviewed subject, implementing a non-probability sampling, also known as “snowball sampling”, or “chain sampling”. A database of the candidate stakeholders was created. For the 10 identified stakeholders a profile was drawn, including information on its skills, its representativeness and its involvement in existing conflicts.

In this way the 11 Qualified and Informed Witnesses originated a set (reference universe for the project) of 110 suggestions, for a total of 121 stakeholders, from which a “sample” (non-probabilistic) of 67 subjects was extracted, a base group to be involved in all stages of the participatory process, preliminary to the construction of the Local Governance Model. The stakeholders emerged from the “snowball sampling” for their active role in the rural-urban relationships. They showed a great variety, in terms of belonging to the public or private sphere, in terms of working in different activity sectors, with a large presence of the economic and social area. This was a fundamental requirement to implement

a model of cooperative and inclusive governance (please see the details in the Table).

Decision makers and stakeholders (henceforth all called stakeholders) have been identified as key players for both their responsibilities in the government policies and for the responsibility in their implementation. Moreover, these two groups have been assigned a role in diffusing and bridging to the local communities (and not only local), in line with European principles of “good governance” (COM, 2001, 428). The EC recommends openness of the institutions, participation extended to the implementation of public policies, responsibility associated to roles, results efficacy, policy coherence.

These stakeholders (67 core players) and the other subjects (54 more) were also considered in regard to their location and relationships using techniques of Stakeholders Network Analysis (see Image). This analysis allowed to see both the system of the internal relationship in the Pilot Area and with external subjects.



■ Visit to a dairy in Roverè Veronese during the twinning event organized on 18th of September 2014 (Image: Veneto Region)

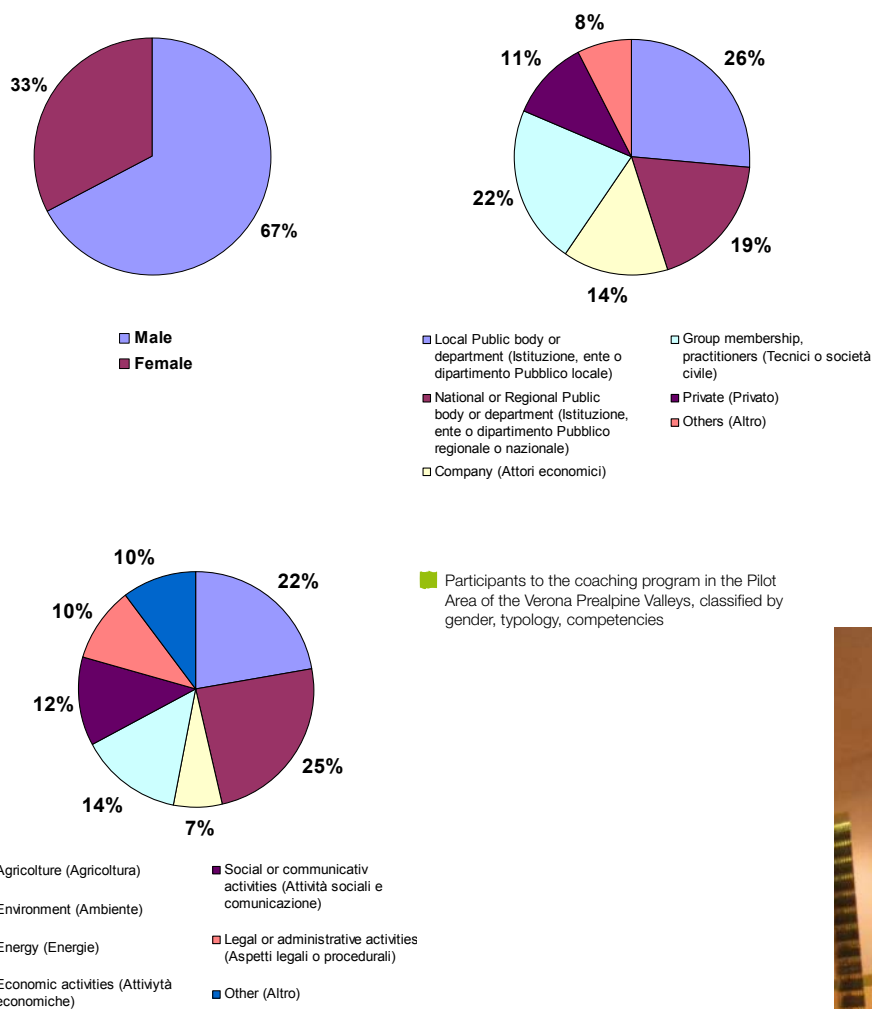
COACHING FOR THE POLICY MAKERS AND STAKEHOLDERS

To create a cooperative win-win vision among the different subjects and the government policies of this territory, the organization of some meetings was necessary, for information, training and capacity building.

Coaching was identified as the best strategy to collect and transmit knowledge, in order to generate an empowerment of decision makers and stakeholders, before they were engaged in a participatory process aimed at solving the place-based problems. The training and capacity building during the coaching, in fact, had not only informational purposes (for an informed discussion), but also operational purposes. These activities were oriented to prompt a change, both in individual and associated subjects, through enhancing qualities (skills and knowledge) of the reached stakeholders, for the improvement of future performance related to the effectiveness of government actions and territorial management, aiming at a sustainable local development.

While the policy analysis were ongoing, a coaching program was implemented (March-June 2014), structured in five meetings: three training lectures, one simulation with a role-playing game and a public event with a stakeholder forum and an expert round table.

With regard to the three lectures, the participants were trained on the following topics: urban planning (by National Urban Planning Institute) and Common Agricultural Policy (by Agriculture Department of Veneto Region). Other topics were “A new deal between town and country” with recent experiences at regional, national and international level (by University of Padua and IUAV University of Venice). Final topics were the potential of territorial marketing (by University of



Verona) and the possibilities of ecological services offered by agricultural areas (by Urban Planning Section of the Veneto Region).

The simulation using a role-playing game has focused on the theme of ecosystem services and values (ecological, cultural and economic) of the traditional landscape (carried out by Urban Planning Section of the Veneto Region using a tool created by the IUAV University of Venice) in a perspective of sustainable local development through renewable energy sources.

All in all, the capacity building activities involved 134 subjects, of which about 33% women, 55% of non-public government, with heterogeneous skills but especially in the agricultural, environmental and economic (61%).



Twinning event with Lombardy and Piedmont Regions organized in Grezzana (VR) on 18th of September 2014 (Image: Veneto Region)



■ Twinning event with Lombardy and Piedmont Region organized in a chalet in Roverè Veronese on 18th of September 2014 (Image: Veneto Region)

COMMUNICATION

With regard to communication, beside public meetings, diffusion moments have been organized through participation in public events that were not organized by the project. The local press provided another diffusion mean (articles in the major local newspaper, “The Arena”; articles in a free newspaper distributed door to door, “Pantheon”; articles in one of the official magazines of the National Urban Planning, “Urbanistica Informazioni”).

To these traditional media, direct contacts established by the four municipal administrations must be added, either by word of mouth, or through official invitations and public meetings.

The communication realised by the Veneto Region must also be added, carried out through invitations via the project e-mail and via the project Facebook page. Please see: **RURBANCE - Diario di progetto, on Facebook.**

In detail, the communication via Facebook was: 900 views from March 2014 to January 2015, with an average of 90 people reached per month; 98 friends and 95 “Like”, of which 13% actively involved.

More project participation and dissemination moments have taken place during the events related to EXPO 2015 in Milan and in Veneto, in May.

TWINNING

Twinning was considered, along with coaching, as a training moment according to a “learning by doing” approach, both based on the participants’ experiences and on the other Pilot Areas’ activities, Italian (Milan Metropolitan System, Turin and Ciriaceese and Lanzo Valley) and not (Bavarian Prealpine Arc). The experience exchange and the knowledge circulation has fostered a selection of best practices and an import of models contextualised locally. This experience has involved 116 participants in the pilot area of Veneto (Twinning on 18-19 of September 2014 in Verona, Grezzana, Negrar, Roverè V.), as well as 78 participants in the German pilot area (Twinning on 3rd-5th November 2014 in Munich and Allgäu).

LOCAL DISCUSSION TABLES

The discussion tables were the climax of the participatory process. In the period from February to May 2015, 3 participatory events have been organized throughout the pilot area. Sustainable and feasible governance actions have been built, following an incremental perspective and starting from specific issues. The first event included a session of “Planning for Real” to discuss about the implementation of a Bike trails system in the Pilot Area. On the base of a preliminary technical draft, the project stakeholders have been involved to build a network concerning territorial marketing and promotion, through the proper management of the local urban-rural relationship in the system of Verona and its valleys. Through the construction of operative groups, two more meetings have been organized, managed with the technique of Open Space Technology in order to collect ideas and proposals for actions to be implemented through the Rural Development Programme (RDP 2014-2020) or through public-private agreements in the local planning. More than 300 stakeholders have been identified, including farmers, trade associations and civil society members. It is estimated that at least 100 have taken part in the three meetings, with an amplification effect in the medium term that goes well beyond the available figures in the short term.

	GREZZANA (VR) 11/03/2014	NEGRAR (VR) 25/03/2014	ROVERÈ V. (VR) 15/04/2014	GREZZANA (VR) 06/05/2014	VERONA (VR) 13/05/2014
Type of coaching	Relazioni frontali	Relazioni frontali	Relazioni frontali	Simulation	Public Round Table and Forum
Participants	41	21	12	12	48
Female (%)	27%	29%	20%	50%	35%

■ Stats about the participants to the coaching sessions organized by RURBANCE Project in the Pilot Areat of Verona

DEVELOPMENT MEASURES

The Pilot Action of the Veneto Region within the RURBANCE Project aimed at integrating urban planning instruments with Rural Development policies. With this aim a set of “framework measures” have been introduced from the project beginning:

1. A “Regional Need” has been defined for the Rural Development Programme of the Veneto Region for 2014-2020 called “Supporting the relationships between different systems, urban and rural areas, mountain areas and plains”. It has been approved by the Veneto Region and sent to the European Commission for approval on July 22nd 2014.

2. A proposal for the Operative Regulations of the Veneto Region Planning Act (n.11, 2004) about “Territorial standards” has been drawn, concerning services offered by farmers for land management to be recognized through agreements with the municipalities or urban planning benefits.

The participation process of the Pilot Action returned later a set of requests and of opportunities for the rural-urban relationships in the Pilot Area. In detail some projects proposals emerged:

3. A Bike trail system linking the urban core of Verona with the rural valleys to the North, which would be useful to enhance rural tourism. A technical proposal for the implementation of this bike trail system, named “RUR[BY]CYCLE”, have been drawn with the support of Veneto Region by 4 Municipalities, that have applied to a European Cohesion Fund Call by Dec 2014 (see below).

4. A local network of farmers and agro-food producers, with a technical staff, which would support them in their market and tourism activities linked to the urban center of Verona (beside the the bike trail system, see above). A technical proposal for the network have been prepared for the Rural Development Programme Call of the Cooperation measure open in late in 2015 (see below).

5. Agreements with the Municipalities have been proposed to the farmers, agro-food producers and associations through a second round of discussion tables. The agreements will concern the land and trail maintenance work realized by them (related to the bike trail system) in exchange for a set of rural tourism services by the local network (organizing tours, products booking, etc.).





■ Aerial picture of the Valpantena valley, north of Verona (Image: Claudio Pedrazzi)

To implement these proposals the opportunities offered with a cross-sectoral approach by the European funds have been examined. The funding opportunities identified are the following:

6. The Measure 16 of the Rural Development Programme (“Cooperation”, Article 35 of EC Regulation) have been identified to support the local farmers network (see above). The technical options of using sub-measure 16.1 related to the European Innovation Partnership (EIP-AGRI) or the sub-measure 16.5 Related to environmental services have been evaluated. The first Call for Measure 16 is foreseen for the second half of 2015.

7. A public call of European Cohesion Fund for “Bike trails - Sustainable mobility, Axis 4”, have been identified, which opened on 3/10/2014 and closed in 2 months. 4 Municipalities of the Pilot Area have applied to the Call with the support of Veneto Region (see above). Through the analysis of R Urbance Project a problem in the Call concerning urban planning permits has been identified and solved, to allow the access of all the Municipalities to the funds.

Proposta per l'Atto d'Indirizzo della Legge Urbanistica del Veneto

valutazione della **SITUAZIONE DI PARTENZA**, in termini di dotazioni, carenze, problemi, disponibilità



valutazione dell'effettiva **FRUIBILITÀ**, attuale e potenziale, di ciascuna area inclusa nel **SISTEMA DEL VERDE** e degli ambiti inclusi nel sistema dei servizi al cittadino e del tempo libero (gioco e sport)



costruzione di uno **SCHEMA PLANIMETRICO** delle aree verdi esistenti e di quelle eventualmente in via di realizzazione sulla base del previgente strumento urbanistico generale



coordinamento degli interventi di recupero, qualificazione e sviluppo degli spazi verdi esistenti, anche attraverso opere di rinaturalizzazione del paesaggio urbano, per la creazione di un **SISTEMA A FRUIZIONE CONTINUA**



costruzione di una **RETE ECOLOGICA DI LIVELLO LOCALE**, che crei una continuità spaziale tra ambienti naturali e seminaturali, con particolare attenzione alla connessione con la rete ecologica sovracomunale, provinciale, regionale e con il sistema dei parchi, boschi urbani, ecc.



miglioramento della **MANUTENZIONE** (con riduzione dei costi), anche tramite l'affidamento della gestione a soggetti privati mediante apposite convenzioni o appalti di gestione



ideazione e realizzazione di **PARCHI TERRITORIALI** (agrari, fluviali, ecc.) che si articolino, attraverso percorsi attrezzati, nelle aree urbane e in quelle agricole e boschive periurbane, per consentire la fruizione del paesaggio agrario e rurale



miglioramento delle **CONDIZIONI ECOLOGICO - CLIMATICHE** della città attraverso la creazione di boschi urbani, fasce boscate, ecc., secondo le indicazioni della VAS



■ Steps for building the green areas system in the municipal plans, following the new proposal of regional guidelines supported by the R Urbance Project (Image: Veneto Region).



CONCEPT OF GOVERNANCE MODEL CONNECTED TO THE DEVELOPMENT MEASURES

The services and the opportunities that rural and urban areas offer each others are rarely recognized and exploited at their best, in this way confirming a historical division.

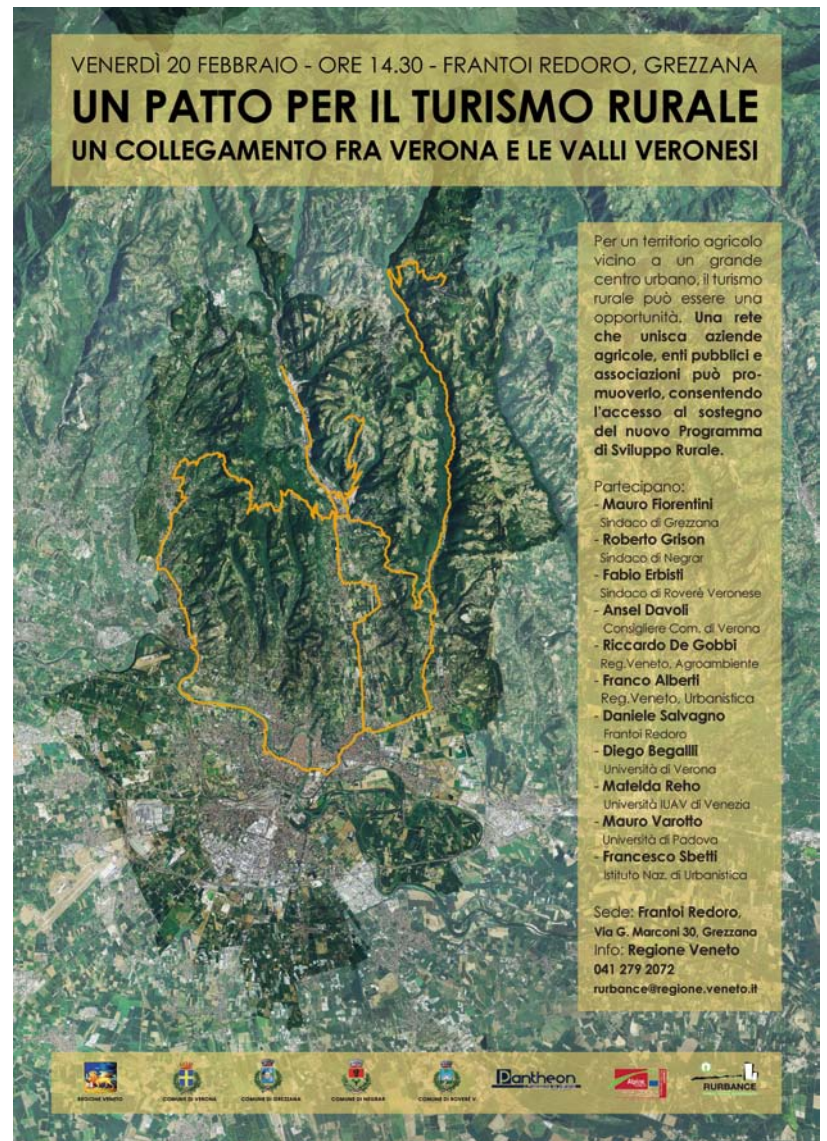
Agriculture can provide the urban areas with an important land management work (even more during an economic crisis), for risk prevention, landscape conservation, food resources, etc. The recognition of this benefits can give birth to public-private agreements that entrust lands to the farmers (abandoned areas, urban green areas, parks, etc.) regulating their use through a negotiation process which develop a 'hybrid' use of the land.

On the other hand urban centers can offer tourism and market facilities to widen the farmers activities, that often do not consider these options. This advancement can be done through local agencies or networks established by public bodies, that can then involve the farmers in structured activities.

Developing policies that recognize the services provided both ways (rural to urban, urban to rural) can establish a balanced governance model and territorial system. This involves local institutions (municipalities) and private stakeholder (farmers, associations) but also regional government for the support to this process, through the definition of a suitable regulatory and funding framework.



 Grezzana_Partecipazione



■ Poster for the participation meeting organized in Grezzana on 20th of February 2015. On the left and above: pictures from the meeting (Images: Veneto Region)

 Grezzana_Partecipazione





Gotthard-pass - City of Zurich with alps



ZURICH - GOTTHARD - MILAN: TRANSPORTATION CORRIDOR AS COOPERATION AXIS?

The «Gotthard» is the heart of Switzerland and its corridor one of the most important north-south-transportation-axes in Europe. It covers the cantons of Zurich, Zug, Schwyz, Uri and Ticino. The «Gotthard»-pass (Italian «passo del San Gottardo») is geographically and historically seen as the heart of Switzerland and since Middle Ages one of the most important north-south-axis in Europe. The pass has been a myth for Swiss population and is still today. «Gotthard» is the waterhead of big European rivers and the continental water divide between north and south. During World War II, «Gotthard» was the heart of the so called «Réduit», the last defence line of Switzerland within the own country. These facts give an important historical and geographical role to the «Gotthard»-line. That's why the Gotthard-corridor was chosen as an object for the concrete project of the city of Zurich as a partner in the Alpine Space-project «Rurbance».

NEW RISKS, NEW CHALLENGES

The so defined Gotthard-corridor includes 25% of Swiss population and 16.5% of Swiss territory. The effective living space is a very tight settlement with 590 km² or 1.4% of Swiss land. The corridor is home of very diverging urban, semi-rural and rural regions. The 57 km long Gotthard Base-Tunnel (opening end of 2016) will shorten the distance by train between Zurich and Milan by 75 minutes to less than 3 hours. The delimitation of the Territorial System «Zurich-Gotthard-Milan» is congruent to the Pilot Area and is given by geographical, economic and historical reasons. The new base tunnel will have impacts on all regions on the Gotthard-axis, and this opens questions: What effects must we expect in urban, semiurban/semirural and rural areas? What changes can be anticipated, where are common interests? How can efficiency and effectiveness of cooperation be improved? What kind of cooperations could be successful in terms of generating an integrated urban-rural relationship?

TUNNELS CAUSING NEW INITIAL POSITIONS FOR RURAL AND URBAN REGIONS

The «Gotthard»-line leads from Zurich along the lake of Zurich to the plain of the densely populated canton Zug. From there, the line continues to the inner part of the canton of Schwyz. Through the Axen-line along the lake of Lucerne, the corridor-line gets into the very rural canton Uri with small cities as Flüelen, the capital Atdorf and Erstfeld, then more and more getting into the wild Uri-valley, surrounded by high mountains. Actually the train goes up from Erstfeld to Göschenen (from about 470 meters to about 1120 meters over sea level). From end of 2016 on, the direct trains will enter the new 57 km long Gotthard Base Tunnel in Erstfeld on 470 meters and only get out in Bodio (TI) on 321 meters over sea level. The highest point of the tunnel is at 550 meters over sea level. Bodio is located more than half way down from Airolo (way out of today's Gotthard tunnel coming from Göschenen) to Bellinzona and nearly at the end of the Valle Leventina. By this change, the small municipalities on the old train-line from Erstfeld to Bodio will experience an enormous change.

From Bodio, the train very soon gets to the capital of the Canton Ticino, Bellinzona. From there, a second new base tunnel will traverse from 2020 on the Monte Ceneri. Monte Ceneri divides geographically Canton Ticino into the so called Sopraceneri and Sottoceneri. The Ceneri Base Tunnel will be 15.4 km long and will avoid as the Gotthard Base Tunnel height differences. In the Sottoceneri, the train passes the economic heart of Ticino, the city and agglomeration of Lugano, and the dam of Melide to get to the urban region of Mendrisio and Chiasso (Mendrisiotto) and the Italian city of Como. From there the «Gotthard»-line leads through flat land via Lainate directly to Milan.

Time savings for travellers by train will be 40 to 50 minutes for the Gotthard-base-tunnel and 10 to 20 minutes for the Ceneri-base-tunnel. The savings are caused by the straight line of the tunnels, that avoids additionally a lot of height (highest point 550 instead of 1120 meters over sea level) (see abstraction). By the new tunnel, the journey from Milan to Zurich or vice versa will shorten from 4 to about 2 hours and 45 minutes or about two and a half hours both ways, which is an important economical factor business between the economic centres of Italy, Milan, and Switzerland, Zurich. The land use data from 2006 (see table) show very well how clearly the urban and rural regions are set up within the corridor. The Cantons Zurich and Zug have a very dense land use, even if the Canton Zurich has some rural regions. Canton Schwyz is a mix, the inner part of the Canton is quite rural. Canton Uri is obviously very rural, only 13 of 1'076 km² are settlement areas, the big rest is mostly pastures, forests, scrub/herbaceous vegetation and spaces with little or no vegetation (alps). The Canton Ticino as a whole is mixed, but would show very clear separation between rural north (Leventina) and urban south (Bellinzona, Locarnese, Sotto-Ceneri).



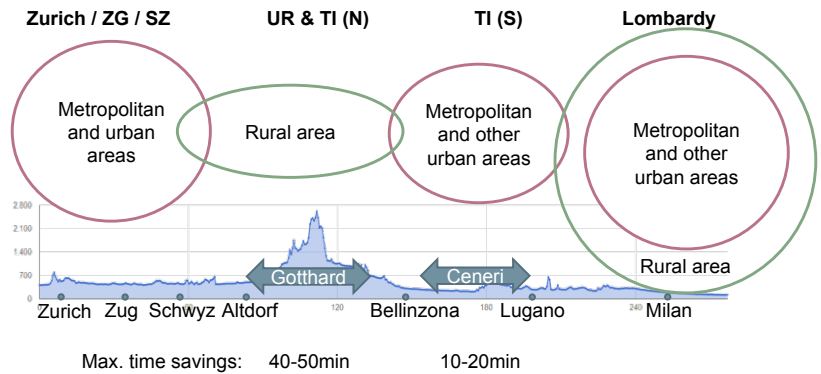
Schwyz (mid) and Brunnen (below) under the Mythen-mountain

Wild Leventina





Old traintrack Gotthard



Abstraction of corridor/urban and rural regions/timesavings



Construction site NEAT Ticino

A TRANSPORTATION CORRIDOR DEFINED BY GEOGRAPHY

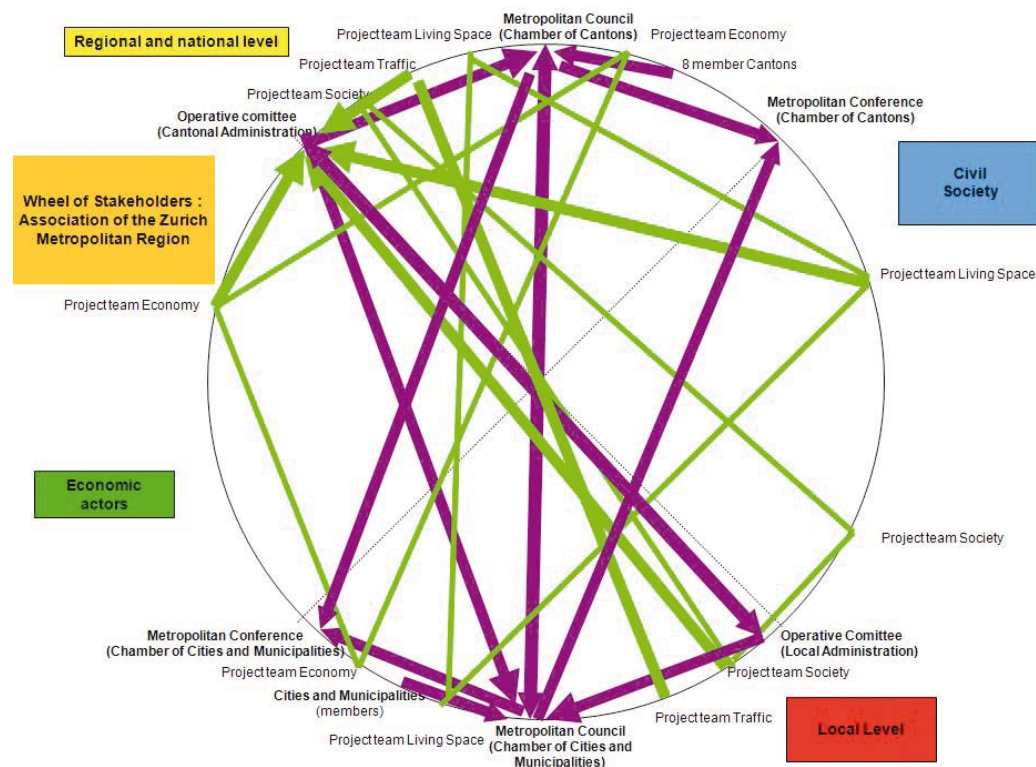
For centuries trade between north and south found its way along the Gotthard-line. It forms a clear north-south-corridor and is defined by the surrounding mountain-chains. The few east-west-passages in the region never became an important economic factor in comparison to the north-south-axis. The delimitation of the Territorial System and the Pilot Area of the «Gotthard-study» is therefore given by geographical, economic and historical reasons. It is obvious that cooperation in a pilot area of that extension can't be low level, but must work on a higher level (for example not urgency services but touristic, educational or mobility themes). All partners of the study saw an important part of the project in analysing the possibilities and chances of cooperation with northern Italy. In this sense the Pilot Area theoretically would go beyond the Territorial System.

Over the centuries, the regions within the Gotthard-corridor have built up a lot of cooperations that are based on a stable federal state with working infrastructures. Like that it was possible to develop a good number of resilience factors, that work on efficient cooperation systems. They cover the whole corridor.

Land use (% in the cantons of the Gotthard-corridor, in km²)

	SZ	TI	UR	ZG	ZH	corridor	CH
Urban fabric	41.55	137.70	11.89	23.27	299.31	513.72	2'355.92
Industrial, commercial and transport units	2.08	18.28	1.31	2.11	43.41	67.19	261.96
Mine, dump and construction sites	0.28	1.54	0.25	1.32	7.12	10.51	26.12
Artificial, non-agricultural vegetated areas	0.96	6.06	0.00	1.34	9.78	18.14	60.09
Arable land (2.1)	54.82	31.10	0.00	69.83	715.50	871.24	7'305.84
Permanent crops (2.2)	0.36	4.42	0.00	0.26	1.92	6.96	192.86
Pastures (2.3)	232.58	38.53	73.49	36.12	36.44	417.15	3760.56
Heterogeneous agricultural areas (2.4)	12.48	30.60	6.53	5.24	10.14	64.99	505.89
Forests (3.1)	303.978	1'385.26	171.77	64.56	507.42	2'432.99	12'478.24
Scrub and/or herbaceous vegetation (3.2)	107.38	621.66	329.32	0.95	16.26	1'075.58	5'699.23
Spaces with little or no vegetation (3.3)	80.86	456.60	461.17	0	0	998.64	7'180.81
Inland wetlands (4.1)	6.80	1.00	0.26	2.10	6.87	17.03	35.79
Inland waters (5.1)	63.78	79.45	20.57	31.60	74.84	270.24	1'421.20
Total per Canton / Corridor/ CH	907.92	2'812.20	1'076.57	238.70	1'729.00	6'764.38	41'284.60

Land use data Gotthard-corridor



RESILIENCES AND EXISTING COOPERATIONS: A GOOD BASE TO FIGHT VULNERABILITIES

Vulnerabilities and challenges

The urban regions experienced strongly growing prices for housing especially in Zurich, on the lake shore and in the Canton Zug due to the high growth of population. The city of Zurich takes a lot of measures to keep housing prices on a reasonable level. Keeping the outstanding quality of life is a basic factor for all Cantons on the corridorline. Even so the dependancy on and the partly lack of highly qualified specialists is a special challenge. Growing stress-factors for the whole corridor are noise and dirt by growing transit traffic. For the rural regions there is a high economic dependency on a safe north-south-connection for trains and cars. The nearer to Gottardo, the higher the dependency. In the mountainous, peripheral regions of Canton Uri and in the northern part of Canton Ticino (Leventina, including side-valleys), depopulation and population ageing are a serious problem. Especially young people look for jobs in urban regions, whilst the older people remain in the valleys. The meltdown of permafrost causes more falling rocks, rocky regions over any living

spaces and infrastructure have to be observed and maintained regularly. This leads to high requirements and costs on protection of settlement, economic areas and of traffic routes.

The political stability of Switzerland and the security standard gave a special safety since the founding of the federal state in 1848. It is based on history, tradition of independency and neutrality, as well as keeping the country out of wars. The situation of the whole corridor within the heart of Europe and its strategic importance for the exchange of Germany/Netherlands (Code 24-corridor from Rotterdam through Gotthard to Genova) and Italy is obvious. From Zurich, the cities of Milan, Munich and Paris can be reached within 4 hours by train (Milan soon within 3 hours and Munich by 2020 probably too), all big European cities within 1 to 2 hour-flights.

The infrastructure has generally a worldwide leading standard, such as mobility-, health-, education- and security system. Within this political system, that is based on a liberal ground and allows an unfolding of private initiative, there grew a strong economy as well as private organisations, that organise any topics in an efficient and economic way. The transportation systems of the corridor-regions are known as very exact and punctual. Since its founding, the Association of the Metropolitan Area Zurich connects a functional space that is home to about 2 million people. Zurich has two universities. One of them, the Swiss Federal Institute of Technology Zurich, belongs to the top 10 technical universities worldwide. The universities of Lucerne and Lugano as well as other institutes for higher education have an excellent reputation. The region of Zurich is home to many organisations in science, high tech and health care.

The city of Zurich is open to internationality and migration. According to the OPENCities Monitor 2013, Zurich is one of the most open cities worldwide concerning immigration. In the rural regions the percentage of foreign population is lower. The increasing number of foreigners creates there even fears of being overflowed. No other European country has an percentage of foreigners as high as Switzerland with about 23.5% (31% in Zurich). It is a challenge to foster these fears by good political solutions and good communication.

Canton Uri and the northern part of Canton Ticino (Leventina) as rural regions are centrally located on the north-south-transit-axis. They have shortest distances to northern and southern economic and touristic markets. With the new NEAT-tunnels and the train hubs in Bellinzona and the «cantonal main train station» in Uri's capital Altdorf, they will have from 2017 on connections of each about 2 hours to Zurich and Milano. These regions show an impressive and untouched nature. A big choice and various possibilities for freetime, sports and outdoor recreation make them interesting recreation and relaxing regions near to the big cities. These resiliences are completed by living traditions and customs and a deeply rooted population, that nevertheless by its historical connections to north and south is open for new challenges. High water energy resources and high competence in questions of mobility (security of traffic routes, management of traffic flows) are other inner values of this region.

EXISTING COOPERATION FORMS

Within the Gotthard-corridor, there are a lot of good examples of regional cooperation. Just to mention two of them in the mobility sector: the Zürcher Verkehrsverbund (ZVV) has a unique success story within the metropolitan region of Zurich, in Ticino Treni Regionali Ticino Lombardia (TILO), an ambitious binational mobility system between Milano and Bellinzona and even beyond. There are also regional cooperations on environment and landscape with Cantons and municipalities as Agglomeration Park Limmat Valley and Wilderness Park Zurich Foundation (only municipalities). Very important strategic organisations as Zurich Metropolitan Area Association (VMRZ), Programm San Gottardo 2020 (PSG), Greater Zurich Area (GZA) and Chamber of Industry and Commerce of Central Switzerland (IHZ) work on economic development. Regional Planning Zurich and Surroundings (RZU) is a spacial planning organisation. All these organisations base mostly on agreements (f.e. TILO) or on a law (f.e. ZVV). The stakeholder wheel of the Association of the Metropolitan Area of Zurich makes obvious, that there is a very dense and broadly based network, that is a likeness of the Swiss direct-democratic system as a whole. There the political levels of the Cantons as well as the local level (cities and municipalities) are directly involved, civil society and economic actors within project teams on the fields of action.

«GOTTHARD»-PARTNERS IN SEARCH OF HIGH LEVEL COOPERATION THEMES

Which can be the core fields of action?"

To get a real approach on cooperation governance within the corridor, the city of Zurich contacted the «corridor»-Cantons of Schwyz, Ticino, Uri and Zug. With exception of the Canton Zug all Cantons became a partner in the «Gotthard»-project. This means that the most important stakeholders of the pilot area are involved in the project. Kick-off was in March 2013. The aims of the project were defined as «Informing actors» (show current state of the corridor and the probable effects of the NEAT, risks and chances), «Connecting actors» (bring partners together for discussion) and «Developing ideas for common action» (proposals for specific policy measures; design of possible processes for implementation). Out of these aims there should grow measures that can be implemented as a cooperation a) between urban and rural areas, south and north, b) which cannot be carried out taking unilateral action and c) that use chances/avoid risks triggered by NEAT.

In a first step, the consulting and research company Ecoplan lead interviews with all partners on the needs and wishes concerning a large scaled cooperation between the rural and urban regions in the corridor. These were the above mentioned project-partners Schwyz, Uri, Ticino and city of Zurich as well as the region of Lombardy and the City of Milano, the Chamber of Industry and Commerce of Central Switzerland, the city of Lugano and regional development agencies of Bellinzonese and Luganese. Arising chances are assumed by the decline of psychological borders (language, Alps, national borders, distance), access to new touristic markets (more potential tourists), faster access to customers and locational advantages (firms and inhabitants). In contrast to that, risks are seen in the over-centralisation in urban areas, in the bypassing of rural areas (specific: rural and alpine parts of UR and TI), in the growing dependency on tourism, in the shift from multi-day to one-day tourists and in an intensified competition (for example financial sector in Zurich/Lugano – Milan).



Bellinzona profits of NEAT





■ Zurich old town



■ Sihlwald near Zurich

Single actions of the involved cantonal, city and municipal governments are expected to be taken to use or to raise chances, to avoid risks and to support private actors to do so. Bilateral or multilateral action of the governments should use synergies (motto «together, we can do it better/cheaper») and avoid common risks or share risks («risk for my neighbour is a risk for all of us»).

Themes that grew out of the interviews and were discussed in the meetings of the project group, were the new valuation of the language border (Italian/German), the exchange in the education sector as well as networking activities. Further themes that were evaluated to take into consideration were cooperation in tourism, new valuation of business traffic, development of NEAT-trainstops, linking of these trainstops, common activities on the opening of the NEAT-tunnels, information exchange on economic development and promotion as well as space- and development-planning.

Out of these discussions grew the conviction, that the natural border of the alps, the Gotthard-massiv, which forms a strong language and cultural border, is the strongest obstacle for an intensified cooperation. Any form of cooperation must act in a higher level, because the extension of the pilot area is too big for very concrete, low level projects.



■ Development area cantonal trainstation Altdorf



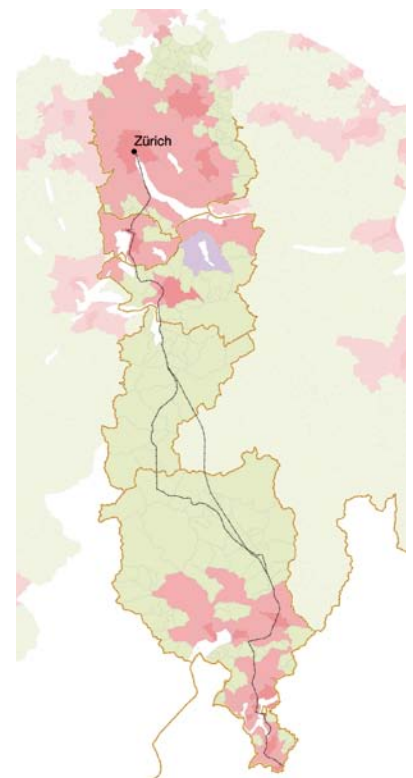
■ Faïdo dense land use



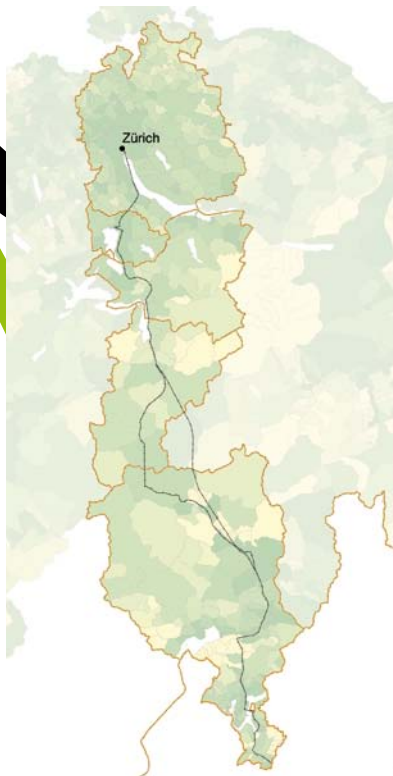
■ Lugano

A DIVERSE AND SEGMENTED REGION GETTING CLOSER TO EACH OTHER

The Gotthard-corridor is a very diverse and segmented region. Even if the regions within the corridor have been connected for centuries, there are remarkable and obvious differences between them. A first analysis of the regions (map 1: no newer data than 2000, intensified in the meantime) shows the very urban region of Zurich including Canton Zug and the inner part of Canton Schwyz. The same picture shows up in the south, where the agglomerations of Lugano/Sottoceneri and Bellinzona-Locarno are comparable to Canton Zug and the inner part of Canton Schwyz. Milan would be the counterpart of the core city Zurich in the north. High percentages of foreigners (map 2) live in the urban regions of Zurich, Zug and Ticino. In-between there are also municipalities with quite high percentages around the construction sites of the NEAT-tunnels Gotthard and Ceneri. This shows that a lot of foreign specialists in tunnel-construction have settled down here for years since works started in 1999. The same development could be observed in the 19th century, when a lot of Italian workers, who were the specialists in tunneling, settled down in the Canton Uri and in the northern part of Canton Ticino. These workers became Swiss citizens in later decades.



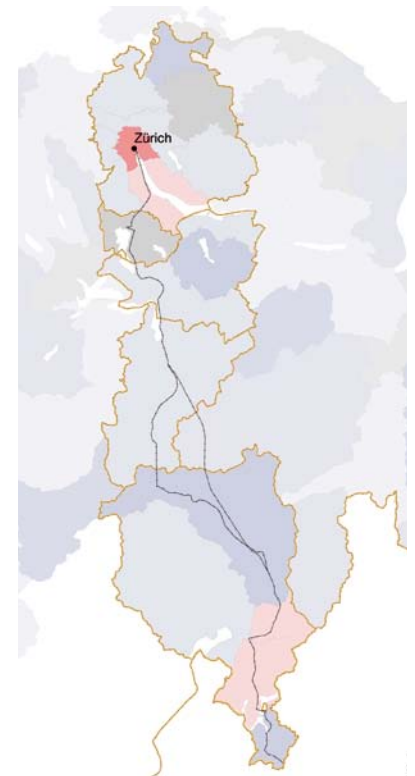
■ Analysis Regions Urban Rural 2000



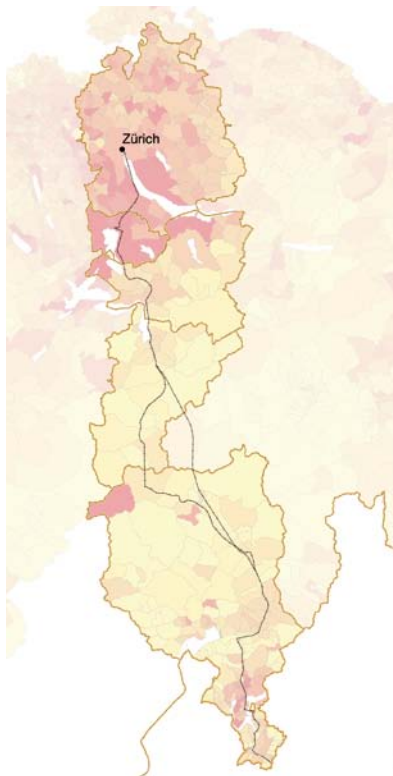
Foreign Population 2012



waterpower Stausee Goescheneralp

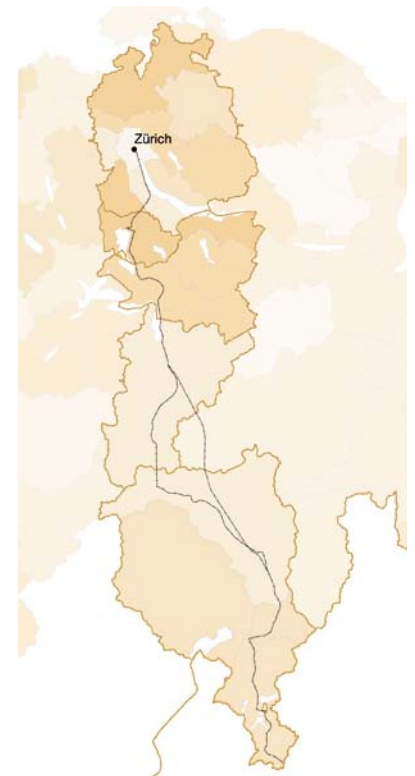


Knowledge-intensive services 2011



Taxpayers 2010

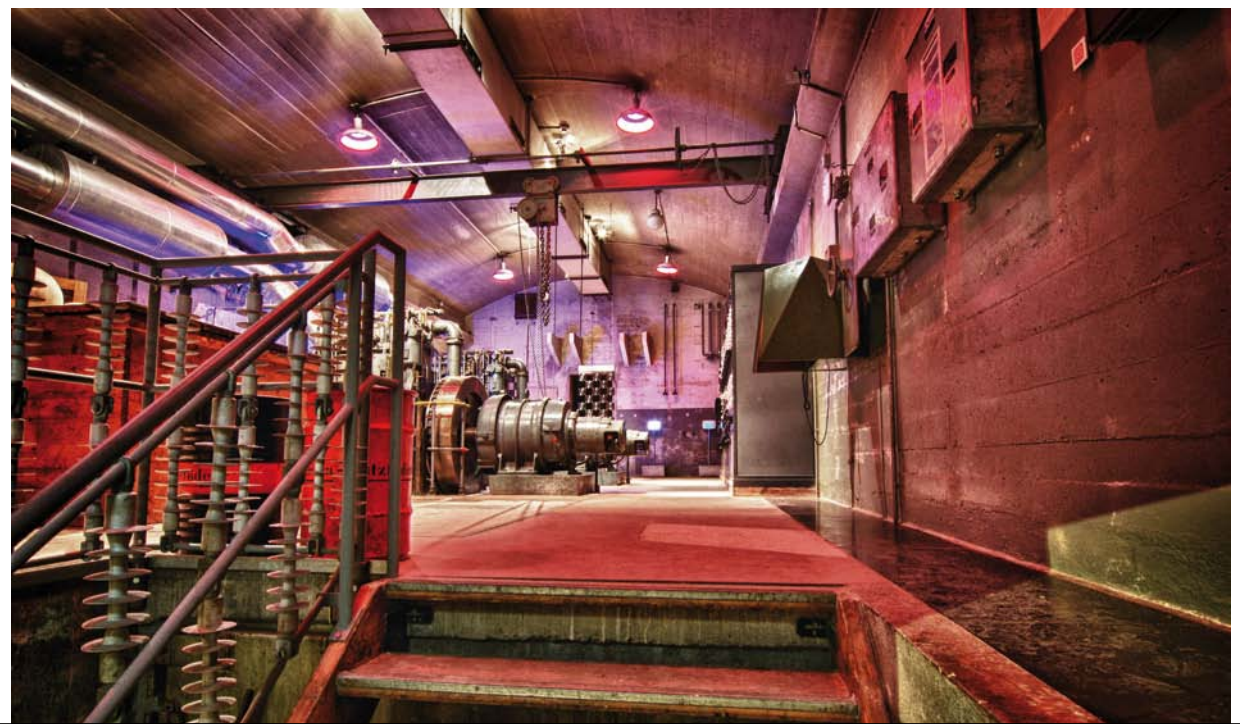
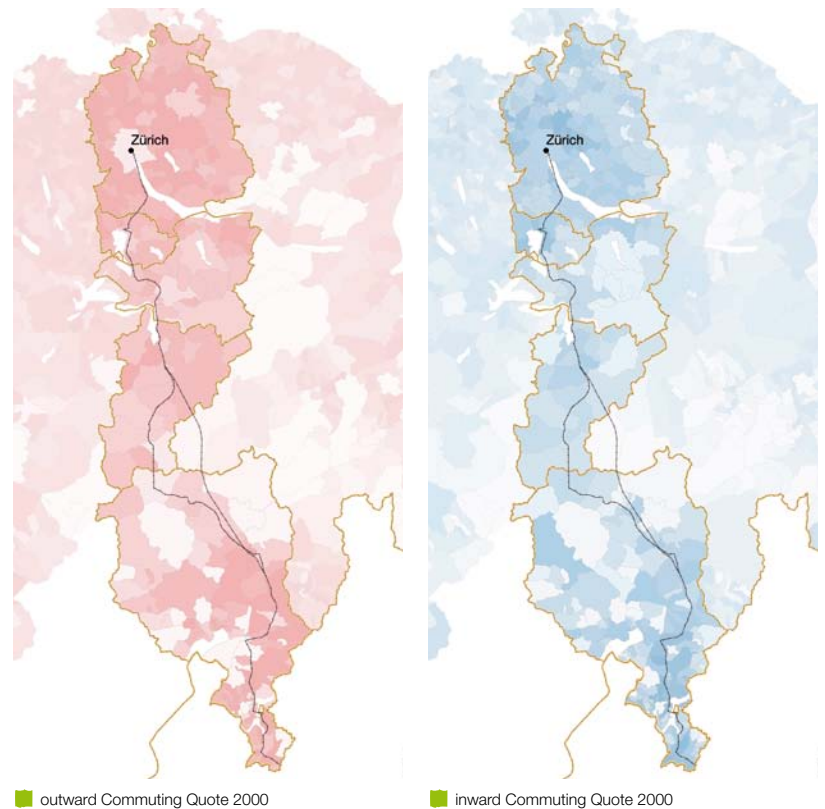
The taxpayers (map 3) are a very obvious hint to where there are highly qualified jobs with high income and low taxes. The map coincides with the foreigners' map, the region of Zurich, Canton Zug and Lugano/Sottoceneri being the regions with the best taxpayers. Knowledge-intensive services (map 4), that can be equated to highly qualified jobs, are strongly concentrated in the city of Zurich, on the lake of Zurich as well as in the regions of Winterthur, Zug, Lugano and Bellinzona. The rest of the regions are on a less high level (even if there numerous highly qualified jobs are available), astonishing for the region of the Mendrisiotto, that seems to be more concentrated on trading business (border zone) and some regions around Zurich (Limmattal and Glatttal with the airport zone). The Canton Uri and the inner part of Canton Schwyz are on the same level as the before mentioned regions. The growth of housing units (map 5) is different than the maps shown before. In the first 12 years of the 21st century the strongest growth can be noticed in some peripheral regions (airport region Zurich, district Affoltern with new highway-access) as well as in the low tax regions (Canton Zug, outer part of Canton Schwyz). Obviously growth passed by the rural regions of Canton Uri and the northern part of Ticino (Leventina). But also the city of Zurich and the lake districts did not have a strong growth due to the already existing density and to extreme housing prices.



Housing Stock 1990-2012

The commuter maps (map 6: outward; map 7: inward) confirms again where «work» is available (inward) and where people live in so called «sleeping towns», whilst their centre of living (shopping, weekend, leisure etc.) is near their place of work (outward). Outward commuting cannot be equated to weak economy. The mobility systems have been extended and optimised especially in the region of Zurich. Inward commuting on the other hand shows where there is a lot of jobs, which implies challenges, burdens and additional costs for the central location. The Glattal region in the north of Zurich, the region of Zurich in general and the region near the lake of Zug are very strong. In Ticino again the regions of Bellinzona-Locarno (Sopraceneri) and Lugano/Sottoceneri offer a lot of jobs.

To sum up, all maps of the corridor show one quality: the high diversion and segmentation between the urban north (Zurich, Zug, partly inner part of Canton Schwyz) and the urban south (Lugano/Sottoceneri, as well as Milan and agglomeration) on the one side and the rural regions in-between (Canton Uri, Leventina), on the other side. It will be interesting to see if the urban region of Bellinzona will transform into a «strong» economic region after the opening of the NEAT-tunnels. The analysis of chances and risks showed that the «Bellinzonese» has good chances for a breakthrough, if it is supported by appropriate measures. As well the project of the cantonal train-hub in Uri's capital Altdorf is a promising project.



SCENARIO

The Gotthard-corridor includes 25% of Swiss population but only a very tight settlement of 590 km², including urban and very rural regions. The opening of the 57-km long Gotthard train-tunnel in 2016 and the Ceneri tunnel (15,4 km) in 2019 will shorten the travel between Zurich and Milan by 75 minutes to less than 3 hours. This fact will bring a lot of changes to the rural and urban regions on the Gotthard axis.

Our midterm scenario is that there will be a stronger cross-linkage and a speed up of the development between the two metropolitan areas of Zurich and Milan, what strengthens their positions in general and makes them the first to benefit of the development. On the other hand, the cross-linkage of middle-sized cities with a trainstop in-between the two metropolises will bring them a stronger growth, but also other regional centres as Locarno, Chiasso and Arth-Goldau will profit. Altdorf can become a logistic centre, whilst Bellinzona and Altdorf can develop a new sustainable touristic development in the Gotthard region (upper Uri and Leventina). Bellinzona could become an interesting hub for specialized congress services.



■ Zurich West towers

VISION

In the mid-term each city and region will work on its traditional skills, strengthen and develop it to the needs of the now nearer metropolitan centres. This leads to the long-term development. Thanks to the stronger cross-linkage of the cities and regions on the Gotthard-axis with the metropolitan areas of Zurich and Milan, we assume in a second step - the long-term vision - that the regional centres will optimise their connections to their own hinterland. Similarly the link to and from the metropolitan centres gets stronger. A sustainable diversification of specialized services based on the needs in the metropolitan areas can grow on the traditional skills of the regions. The focus on the regional skills will be stronger integrated with the needs of the metropolitan areas, where new needs usually grow first. In the same way the rural regions can integrate it faster into their own skills. It will be difficult for the Cantons and the cities to influence this development directly. But the State can help to interconnect with appropriate measures.

SUSTAINABLE COOPERATION THROUGH PUBLIC IMPULSES FOR THE PRIVATE SECTOR

The study partners filtered out the following topics as possible themes for an intensified cooperation between the several regions within the Gotthard-corridor, namely business traffic, education, different languages, tourism and NEAT-train stops. There is additional potential for a mutual completion and positioning within the corridor. The capital of the Canton Ticino, Bellinzona, for example can profit from getting closer to the core cities Milan and Zurich as a congress destination with a high quality of life. The planned cantonal train-hub in Uri's capital Altdorf on the other hand has excellent chances to get a logistic hub on the Gotthard-trainline with a strong link to the south (Milan, Italy), north-east (Zurich, eastern Germany, Poland) and north-west (Basel, western Germany, France).

SUPERVISING THE SITUATION FOR APPROPRIATE NECESSARY MEASURES

Several possibilities for a concrete cooperation between the different institutions of the public sector were checked upon as for example the establishment of a conference of the NEAT-Cantons, the extension of existing cooperation structures, the realisation of selected pilot projects and the role of the public sector to give impulses. To give impulses by the public sector to the private sector (and not to act for the moment from the side of the public sector), this is the common sense among the study partners (of the public sector), is from the present point of view the right approach. There are already different projects on private initiative, that must be continued. There is also a good potential of ideas to realise additional projects of the private sector or NGOs. The heterogeneity of the partners' interests is an argument against a broader or deeper cooperation within the whole Gotthard-corridor. The focus on cooperation in the public sector will be within the regions, with neighbouring regions or among homogeneous partners (for example among big cities or among regional centres). It is possible that this assessment has to be revised in the course of time.

Target groups of the above-named impulses are private and half-private actors especially in the fields of tourism, education and mobility. The cantonal, regional



and communal governments should not jump into a hyperactivity, but observe the developments and take appropriate measures if necessary. The distance between rural and urban regions on the Gotthard-corridor will shrink naturally with the faster connection. The Swiss Federation primarily, but also the Cantons of Uri and Ticino, have invested a lot of know-how, time and money to build the NEAT-line. It is a centerpiece of some generations that planned this infrastructure for the coming generations. Now it is primarily the task of private companies, NGOs and civil organisations to take advantages of new chances and to avoid risks that grow out of the new parameters in the Gotthard-corridor. In this sense the discussions and ideas of the Project Partners for measures in the non-governmental sector shall be distributed to interested non-governmental organisations.



■ Andermatt development area Sawiris Resort

MEASURES

PHASE 1 - public sector gives impulses through a study on sustainable cooperation in the non governmental sector

PHASE 2 - public sector supervises the development and takes appropriate measures where necessary



■ Zurich West Freitagsturm

STRONGER CROSS-LINKING OF RURAL AND URBAN REGIONS IN THE LONG TERM

In our mid-term scenario and long-term vision (see above) we showed what development we expect as a consequence of the NEAT-tunnels opening. A sustainable diversification of specialised services for the needs of the metropolitan areas Zurich and Milan can grow out of the traditional strengths of the individual regions. This is why the private sector and NGOs and other federations are asked to take advantage of the shorter travelling times.



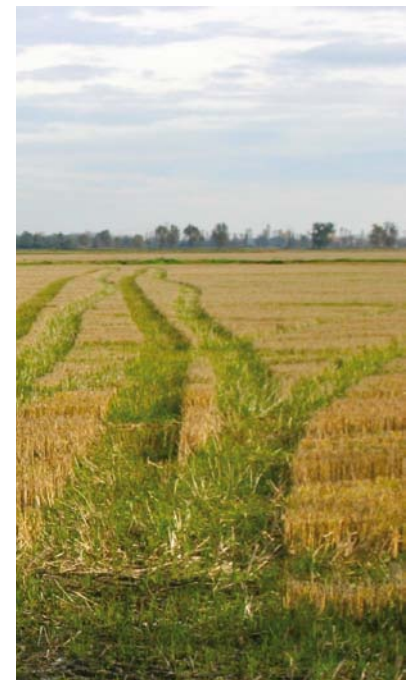
■ Sasso San Gottardo Exposition 2

As mentioned before, the cantons, cities and municipalities in the corridor will observe the development closely and take appropriate measures only if necessary. These could be for example measures in health services, optimising supplier services as mobility, hydropower or tourism. The language border, which is maybe the stronger border than the Alpine belt of the Gotthard, should become a subject of discussion for cultural organisations, language schools and professional associations. By giving impulses for smart measures and innovation through private companies and institutions as well as NGOs, the cantons, cities and municipalities can raise added value to a sustainable common development as well as to knowledge, innovation, entrepreneurship, healthy environment or quality of life, which are all common goals of urban and rural regions on the axis. If the governments don't act, there will be a better chance for appropriate measures that fulfill the real needs. With the study on the Gotthard-corridor there is now a scientific study that can be used as a base for coming discussions after the opening of the NEAT-tunnels.

BOTTOM-UP DECISION-MAKING

Working for almost 3 years, the partners of the Rurbance project supported their Territorial Systems in a process with a view to sharing a new territorial vision that is capable of combining the potential of both urban and rural worlds. To do this, they worked together to create new development measures and new governance models, thus laying the foundations for reorientation and integration of sectoral policies (environmental, rural, urban, transport, tourism and social).

A bottom-up approach was used throughout the process, to ensure increased involvement of the territory itself in its most representative forms, starting from the local institutions, enterprises in the local area (e.g. farms, enterprises developing mobility services, tourism enterprises, etc.) and associations. In this way, by means of various pilot actions, a map of the “system of competencies” existing was reconstructed, highlighting the similarities and proximity that can be exploited in new combinations and encouraging processes of integration by confirming cooperative patterns of work based on co-planning activities whose support instruments, supplied by Rurbance, were adapted from time to time in line with the characteristics of the projects.



PILOT ACTIONS

Using the Development Discussion Tables, the Rurbance partners helped local players to define pilot actions aimed at implementing the integrated approach developed with the project and lay the foundations for reorienting future territorial development policies. In each of the areas of reference it was demonstrated how, by combining the interests and development objectives of the city and the rural areas, a different vision of the territory can be created, one which is able to generate economic, environmental and social value from the mutual recognition and integration of the needs and potential of different areas. The pilot actions implemented in the Rurbance project, which are described in more detail in the individual Territorial Systems information sheets, essentially endeavoured to use an integrated approach to reorientate three types of policy.

FOOD AND RURAL DEVELOPMENT POLICIES

Farmers and their representative associations were involved at different levels and with different roles in the Territorial Systems of Milan, Grenoble, Ljubljana and Allgäu, to share in the process of creating a food policy able to meet the needs of the city by promoting local rural development. The growing need for good quality food, attention paid to the seasonal nature of products and their origin and an awareness of sustainable production foster the development of local markets where the urban world comes into contact with a surprisingly nearby high-quality rural area. With the support of the Rurbance project, the local authorities and the farmers consulted one another in order to create “agri-food strategies” able to exploit local produce in contexts characterised by deep-rooted territorial change which over time has marginalised the rural world in favour of urban development that is no longer consistent with a long-term prospective of sustainability. The process took on different forms in the different territorial areas, often drawing inspiration from the small local initiatives in order to strive to achieve a broader approach to building a fully-fledged policy. In the Milan area, the local authorities and the farmers (arranged in Districts) signed a formal Agreement identifying common development objectives starting with recognition and reinforcement of farming in the metropolitan area. In Grenoble a partnership was created between the city, 5 inter-municipal communities and the Chartreuse and Vercors regional natural parks, to define a “roadmap” together for food and rural policies. When



pinpointing the inter-municipal cooperation priorities in the metropolitan area of Ljubljana, the food self-sufficiency policy was identified as strategic for the sustainability of territorial relations and for local development, thus opening up the prospect of future cooperative work between the various stakeholders (municipalities, development agencies, farmers, public catering, etc.). In the Allgäu region, an initiative to promote local farmers, which is already underway, has been re-directed towards more extensive activity to promote the territory, the landscape and high-quality products in a single communications solution that is enhancing the origin and provenance of the products and building an interconnecting relationship with the metropolitan area of Munich. In all cases, the work carried out with the Rurbance project has made it possible to network relations between the territories, exploiting interdependency and the mutual benefits of the cooperation.





SUSTAINABLE MOBILITY POLICIES

The Rurbance project partners worked with the local players in various Territorial Systems on the theme of mobility, which is an essential factor to enable connections and, as a result, cooperation between the urban and rural areas.

In the territory of Graz, for example, the theme of mobility has been tackled in relation to the development of tourism and leisure services. The Graz hinterland is a territory full of open spaces and although the public transport system is efficient, it was mainly designed to serve commuters travelling into the city and is poor at the weekend, which is precisely when many people decide to travel out of the city, having to use their private car when other services are not available. The pilot area North of Graz was taken into consideration in the context of the Rurbance project, up to the Almenland/Teichalm natural park: the city of Graz, the neighbouring municipalities, the public transport companies, providers of complementary transport services and the development agencies activated a working table to share a development project for new transport services including taxi-sharing, dial-a-bus services, additional temporary services put on for events promoting the territory, cycle paths with rail connections, etc.

An ambitious project was launched by Grenoble-Alpes Métropole, too, which initiated a study, sharing the objectives with the local stakeholders, to assess the opportunity to define the ways to establish a mobility agency able to manage eco-mobility services to connect Grenoble, the inter-municipal community and the Chartreuse Regional Natural Park, going as far as including connections with the nearest cities (Chambéry and Voiron), with a view to enhancing a polycentric approach and exploiting the relative interconnected rural areas.

The theme of mobility has also been tackled by the City of Zurich, but with an interregional and international approach based on the development of the Gotthard railway, an infrastructure not only able to connect two large metropolitan areas (Zurich and Milan) but also able to provide the intermediary rural areas connected by the network with development opportunities. The cantons of Uri, Schwitz and Ticino took part in benchmarking activities and highlighted, in particular, the need to integrate the alpine valleys in the network to bring them nearer to the large service areas of the cities (potential markets for rural products, but also tourist attractions which can be further integrated with the surrounding rural territory).

In brief, local players collaborated in the Rurbance project to implement projects grounded on the belief that the urban-rural relationship becomes much more balanced and precursory to common development the more we make use of services conceived to promote real connections between the areas and between the players. Among these, mobility services are often the key to unlocking economic growth, improved living conditions, environmental and landscape regeneration in both interconnected areas.





INTER-MUNICIPAL COOPERATION AND TERRITORIAL PLANNING

Although they came from different territorial and institutional backgrounds, many of the Rurbance partners shared with the respective stakeholders the importance of working together to define inter-municipal cooperation methods that often rely on regional planning that crosses the administrative boundaries and as such reflects the needs of the territory and of its relations.

The Piedmont Region is one of the most interesting examples. Its aim, with the Rurbance project, was to implement two planning instruments at local level: the Regional Plan and the Regional Landscape Plan. This process was put into place by the Municipalities of the Union of Municipalities of the Ciriace valley and lower Canavese area, which together tried out new models adding ecosystem services and urban and territorial equalisation to the local plans, principles which can only be applied with an integrated territorial vision in which the administrative boundaries are no longer the sole point of reference for territorial planning and programming. The new vision of local-scale territorial planning will as a result affect the governing of the territory and its long-term changes, but so far it has been able to create new relations between players and new governance models for application in different sectors and policies (e.g. in the field of rural development policies).

In the Veneto Region, too, inter-municipal cooperation has led to common territorial planning, with very concrete planning implications. The Municipalities of Verona, Grezzana, Negrar and Roverè Veronese decided to re-establish the urban-rural relationship by means of a cycle path that is a fully-fledged green arterial path, the Natura 2000 network, linking up the various attractions of the territory, the agricultural and natural landscape and high-value cultural attractions. In order to implement this process, each Municipality involved will need to supplement its territorial plan to include any amendments for the enhancement of green areas, recognition of the functions of the rural production system in the urban context, enhancement of the landscape and culture, etc. The project is a fully-fledged “masterplan for the building of a network of urban-rural relations” and can be implemented thanks to the investment of structural funds and the 2014-2020 rural development plan.

Recognition of the value of inter-municipal cooperation for balanced territorial development was even more significant in the Territorial System of Ljubljana. There are no regional government levels in Slovenia and cooperation between Municipalities is generally rather poor, as it is not defined by a regulatory or legislative framework. The Rurbance project partners worked together with the City of Ljubljana and the 26 Municipalities of the so-called “Urban Region of Ljubljana” to develop a new supra-municipal territorial cooperation model. This model is based not only on official bodies (such as the regional development council) but also on informal collaboration methods to be activated for specific themes of interest (e.g. energy policies) in respect of which the common strategy developments may also affect official cooperation, e.g. widespread territorial planning.

RESULTS AND CONCLUSIONS

In 3 years of work, the Rurbance project achieved many results, but it also laid the foundations for the development of new projects and initiatives to ensure that these outcomes in terms of territorial change last in the long-term.

First of all, the following process was activated in the selected urban-rural Territorial Systems with Rurbance:

- ① Identification and mutual recognition of the players and their roles
- ① Identification of the potential synergy between urban and rural areas
- ① Collective involvement in policy-making
- ① Creation and sharing of a common sustainable, long-lasting and inclusive development scenario
- ① Definition of development measures capable of combining territorial needs and optimising the respective environmental, economic, social and cultural contribution
- ① Co-planning of the actions and strategies for implementation of the shared scenario
- ① Structuring of multi-level governance models suitable for making and implementing integrated policies.

In brief, the Rurbance project helped the players in the local area to structure their reports and to define common development objectives which can be pursued with a mix of design and financial tools, a portion of which have already been identified and another portion to be defined in time.





TOWARDS A JOINT DEVELOPMENT STRATEGY

The medium- to long-term objective of the Rurbance project is to define, in each Territorial System, what the partners have named the “Joint Development Strategy”, or rather the strategy able to put in place – or at least guide towards – the development scenario outlined in the project process.

The strategy can take on a different shape in each territory, depending on local characteristics and existing socio-economic conditions, but the objective is shared by all of the territories: a balanced urban-rural development. In the same way, the same essential factors were identified in all territories, to be combined to develop the strategy:

- ① Sharing of costs: all the players (and territories) involved shall each co-finance the development measures identified according to their own capacity, with the objective of putting the available resources in place and optimising the efficacy of the same;
- ① Sharing of benefits: all the players (and territories) involved shall benefit from the measures adopted, including on different scales depending on the measure and with compensatory measures envisaged where applicable, for those policies which inevitably benefit different territorial areas to different extents;
- ① Sharing of risks: the process for implementing the strategy is long and relies on the ability to maintain and re-address the measures over time; this means that the players have to take the relative risks and bear the costs of adaptation measures. These risks should be taken mutually;
- ① Common ownership of resources: the strategy should be based on the assumption that the resources (territorial, environmental, cultural, etc.) are the common heritage of the Territorial System as a whole and as such should be exploited on the one hand and protected for the common good on the other;
- ① Participative decision-making: the decisions should be shared and the decision-making process should be structured according to rules that the players decide to impose based on the model (or governance models) they deem to be the most efficient and effective for the process to be successful.

On closure of the Rurbance project, this agreement was structured in all the Territorial Systems and has already become operational in some cases, thanks to the launching of a “urban-rural actions programme”.



Turin April 2013
Transnational meeting
Analysis of the policies



Graz April 2014
Project conference
Feedbacks from the
governance processes

2012
GRENOBLE
NOVEMBER

2013
TURIN
APRIL

2013
ZURICH
SEPTEMBER

2014
GRAZ
APRIL

Grenoble November 2012
Kick-off event
Sharing of the ideas



Zurich September 2013
Transnational meeting
Strategies for the
stakeholders' involvement



VORARLBERG, ALLGÄU
GERMANY
8-10.5.2014



GREZZANA, QUINTO, ROVERÈ VERONESE,
NEGRAR, VERONA, ITALY
18.09.2014



CIRIÈ, TURIN-ITALY
15.10.2014

Munich November 2014
Transnational meeting
Planning of integrated
development measures



MUNICH, GERMANY
3-4.11.2014

Milan May 2015
Final conference
Towards the future



2014
BRUSSELS
OCTOBER

2014
MUNICH
NOVEMBER

2015
LJUBLJANA
FEBRUARY

6 MAY 2015
MILAN
EXPO

Brussels October 2014
European event
Sharing of the **RURBANCE**
territorial visions



MILAN, ITALY
16-17.10.2014

Ljubljana February 2015
Transnational meeting
Policies' orientation



GRAZ, AUSTRIA
11.11.2014

PARTNERSHIP



AUSTRIA

- City of Graz
- Regionalmanagement Graz & Graz Surrounding



FRANCE

- Regional Council of Rhône Alpes, Mountain, Tourism and Natural Regional Park Direction
- Grenoble Alpes Métropole, Department of Prospective & Territorial Strategy
- Town Planning Institute of Grenoble, University Pierre Mendès France
- Urban Agency of the Grenoble Region



GERMANY

- Leibniz Universität Hannover, Chair for Regional Building and Urban Planning
- Allgäu Association for Dwelling and Tourism



ITALY

- Lombardia Region, Environment Energy and Sustainable Development Directorate (Lead Partner) in collaboration with Territory, Urban Planning and Soil Conservation Directorate
- Veneto Region, Urban and Landscape Planning Department
- Piedmont Region, Department for Strategic programming, spatial policies and housing, Unit for Spatial and landscape planning



RRA LUR regional development agency of ljubljana urban region

SLOVENIA

- Research Centre of the Slovenian Academy of Sciences and Arts, Anton Melik Geographical Institute
- Regional Development Agency of Ljubljana Urban Region



SWITZERLAND

- City of Zurich, Urban Development and Foreign Affairs



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