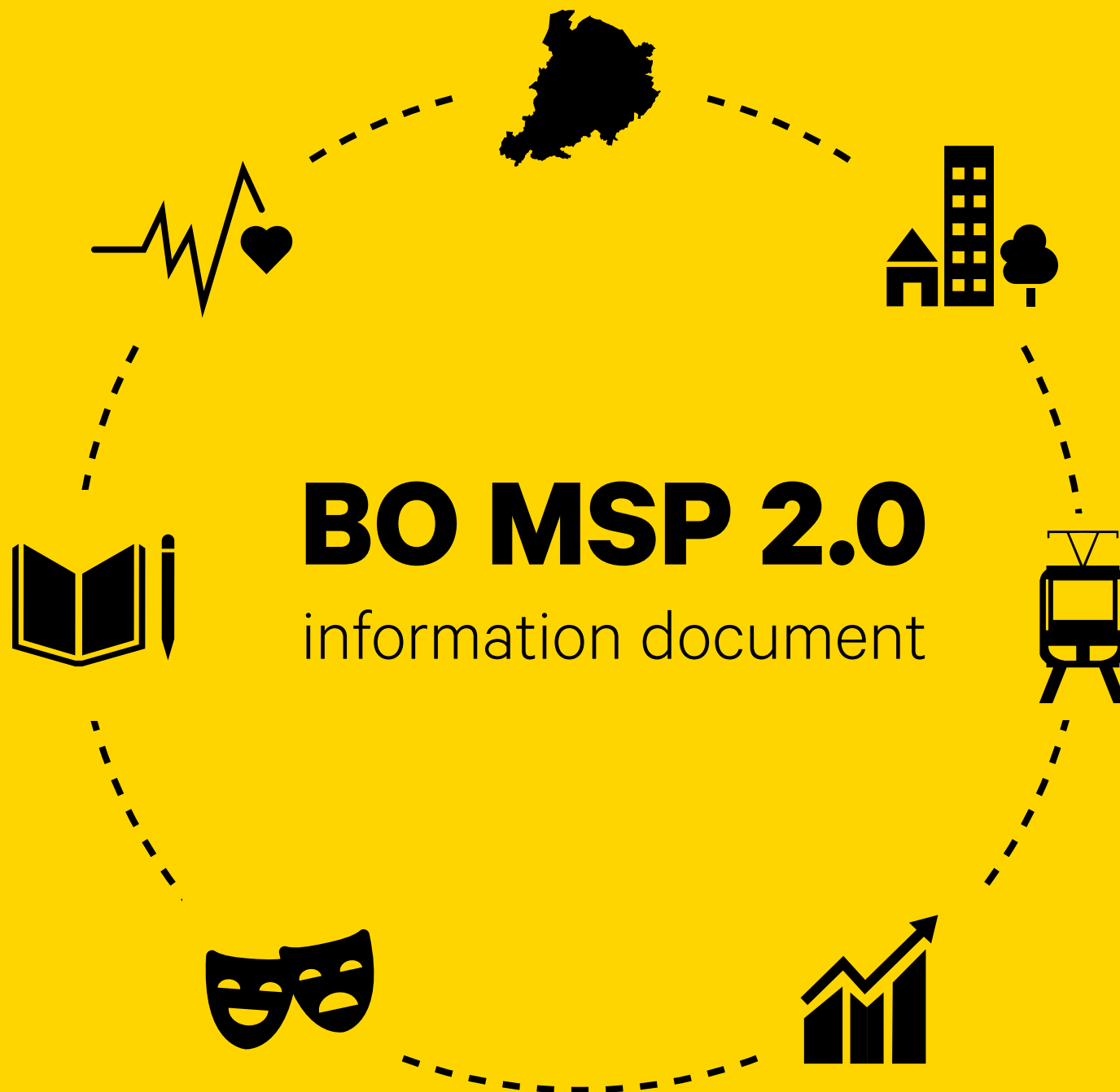
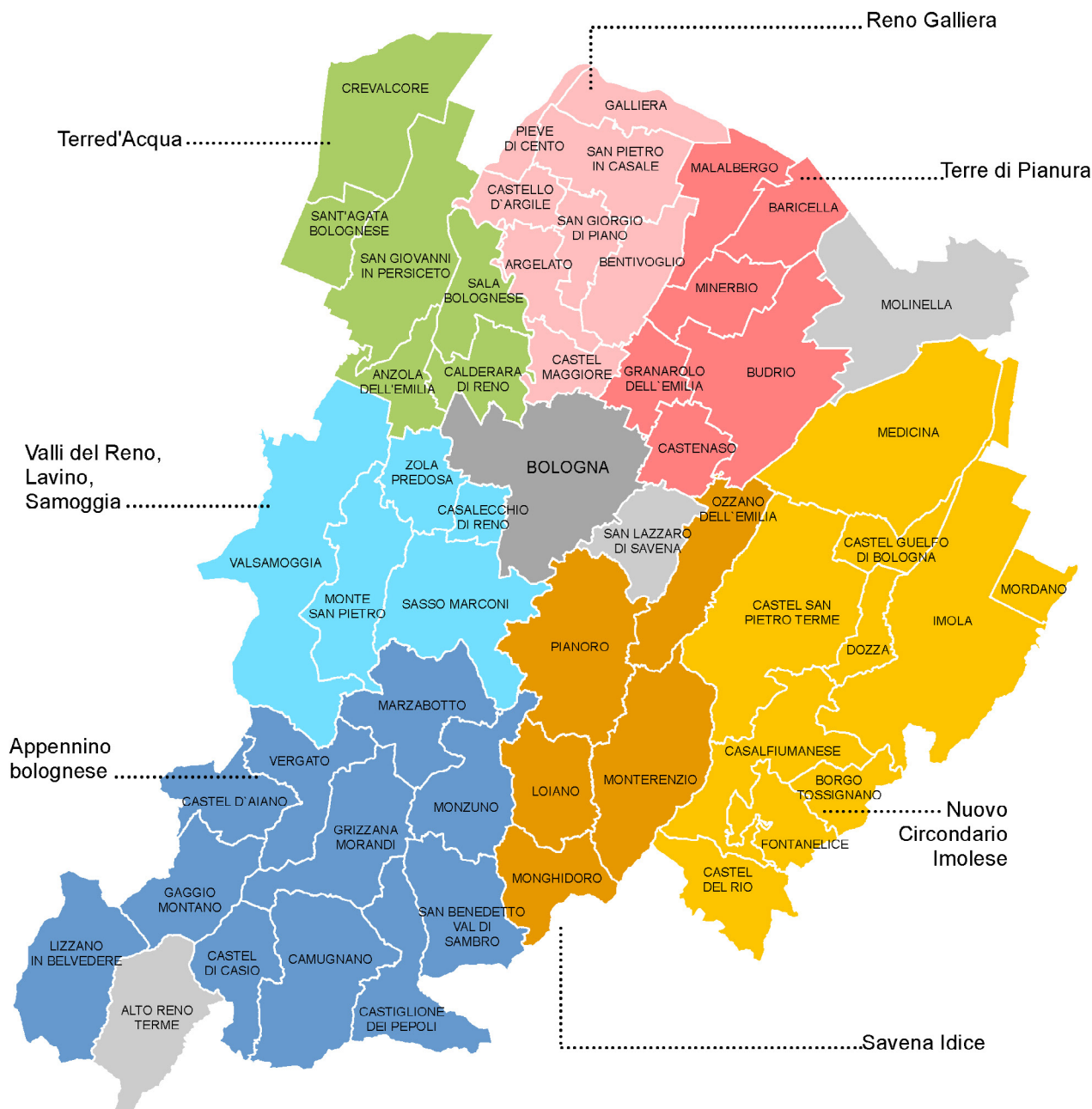


**Bologna
Metropolitan
Strategic
Plan
2.0**



BO MSP 2.0
information document



55 Municipalities
7 Unions of Municipalities
3.702 km² Surface
274 inhabitants per km² Density
1.013.155 as of 01/01/2018 Population

488.160 Males
524.995 Females
485,992 as of 01/01/2018 No. of Households
42,2% Single person households
12,9% Youth (0-14)
62,7% Working age population (15-64)
24,4% Seniors (over 65)
13,3% Elderly (over 75)
11,8 % Foreign population
46,4 Average age

The Metropolitan City governance

- The **Metropolitan Mayor** of the Metropolitan City of Bologna is the Mayor of the capital's Municipality. They appoint a Vice-mayor out of the Metropolitan Councillors and assign mandates within their competence to one or more Councillors. The Councillors make up the so-called "metropolitan committee", which meets to coordinate policies.
- The **Metropolitan Board**, made up of the Metropolitan Mayor and all the Mayors of the municipalities which are part of the metropolitan city, is a body with an advisory and recommendatory role.
- The **Metropolitan Council**, composed of 18 councillors, is made up of the mayors and councillors from the Municipalities in the metropolitan area. They are elected, using the second-degree electoral system (in which the elected must in turn elect some or all of the members of a separate body), by the administrators of all the Municipalities in the territory. This is the governing and supervisory body of the Metropolitan City.
- The **Bureau of Directors** is a coordinating body specially established by the Statute of the Metropolitan City of Bologna in order to support the work of the Metropolitan Board. It consists of the Metropolitan Mayor and the Chairmen of the Unions of Municipalities and is responsible for ensuring, along with the Unions of Municipalities, that the policies of the Metropolitan City are enacted, as well as directing the work of the Metropolitan Board.

The Metropolitan City of Bologna: general aims and institutional model

The Metropolitan City of Bologna is required by law to govern and guarantee the unified, planned and organised growth of the whole area, the delivery of core networks of public utilities to its citizens, and the construction, maintenance and enlargement of (tangible and intangible) infrastructures in the territory, all of which falls under its sole and direct responsibility.

In order to pursue its objectives, the Metropolitan City works within its spheres of competence using differentiated powers and tools, which range from direct management to planning, from coordination to guidance.

The Metropolitan City of Bologna, in view of its institutional form, continually works in conjunction and agreement with the Municipalities and the Unions, whose administrators (covering a vast area) are called upon to make decisions on issues and policies whose effect extends beyond the municipalities. They must therefore broaden their viewpoint and make decisions based on the interests of the whole territory.

On the other hand, as a differentiated body it jointly and directly maintains a relationship with the Region, the country and other European cities, and it operates by observing the movements of people, work and efficiency in the relevant entities and in accordance with other territories.

The Metropolitan City of Bologna operates by collaborating with other entities, institutions and those who participate in civil society and the economic area, and intervenes within the city according to the varying nature of different geographic areas, paying attention to their vulnerabilities, specific features and the special roles they play.

After the Metropolitan Statute, the MSP 2.0 constitutes the most important document for building a Metropolitan city which responds to such a vision.

For this reason, it both looks to the future and focuses on the present, on the new body which is now really beginning to take shape, directing its establishment in a way that is consistent with the general institutional aims, which it is legally responsible for carrying out, and the identity it has come to have in these localities.

In light of this, this plan marks an important change of direction for the entire metropolitan area, providing for the first time a single framework in which institutions and all those involved can share long-term strategies, as well as medium-term aims and courses of action.

The new institutional structure

The Metropolitan City of Bologna intends to strengthen the coordination role of local authorities in the metropolitan area and institutional partnerships, with a view to achieving innovation which aims at effectiveness, affordability of administrative action, and improvement of its relationship with the territory's businesses and citizens.

I. Organisational and structural measures

The purpose of coordination. The Metropolitan City intends to present itself as a place where policies are synthesised: the local authorities of the territory bring to the table all issues that have significant repercussions on the metropolitan territory, in order to pursue the most unified coordination possible of local policy decisions and to homogenise administrative rules, practises and conduct.

Territorial reorganisation: promoting and supporting Unions and merges. The Metropolitan City aims to enhance the role of the Unions and to promote the Municipalities' merging processes. With regard to the Unions, the Metropolitan City typically: promotes and enacts the membership of as yet un-associated Municipalities to the already existing Unions; supports the allocation of essential municipal administrative roles in the Union; supports the internal reorganisation processes of the already existing Unions. As regards the promotion of merging procedures, the Metropolitan City takes into account the specific geographical characteristics of the territories: that is, the scale of the merging in terms of area, population, the number of Municipalities, but also merging opportunities in terms of proximity and territorial, social and economic homogeneity.

Initiatives for supporting the execution of municipal roles. Guidance for setting up shared Offices. The Unions and individual Municipalities are called upon to identify forms of institutional collaboration with the Metropolitan City in order to fully achieve the objectives of simplification, effectiveness and affordability, also for the benefit of the "administrative community". It is therefore necessary for all the local authorities in the area to do their part in terms of providing human and financial resources. Professionals must also be identified who are able to "drive" the various forms of collaboration and clearly define the duty of the new structure.

Initiatives for supporting the execution of municipal roles. Use of digital technology. . The Metropolitan City and the Unions of Municipalities have signed an agreement with Lepida which, within the total amount of funding available for the region (over €238 million), provides enough funding for all the so-called "white" areas to have High-speed Broadband by 2020 in the metropolitan area of Bologna (30 Mbps coverage for 100% of the population and businesses, and 100 Mbps coverage for at least 50% of them). The creation of a metropolitan intranet and the assignment of a unique digital identity for local authority employees, which will enable them to work in different offices as if they were all one workplace, is expected to take place.

The role of public information and communication in the metropolitan area. The Metropolitan City, Municipalities and Unions must also operate in a network so they can present the territory, its identity and the decisions made concerning it. The “Metropolitan Communication Coordination” has become the Metropolitan Agency of Communication and Public Information: this department is able to rationalise, simplify and unify communication from different authorities, whether it is aimed at citizens or the media. The agency also guarantees multimedia content production services, press office activity, communication and social media campaigns (using the unique #BolognaMetropolitana hashtag) for the whole metropolitan area.

II. Measures for regulations and staff

Unifying and standardising regulations in the metropolitan area. The unification and standardisation of regulations in the metropolitan area aim at simplifying and therefore improving the relationship that local institutions have with citizens and businesses.

Guidelines for homogenising the quality of services and prices. Developing homogenous administrative models. The Metropolitan City is the competent body for homogenising the quality standards of services and fixing prices, in order to provide metropolitan citizens with guarantees that extend across the whole territory. A single registry of administrative procedures will therefore be established for the metropolitan area, indicating the terms for finalising procedures that are the same for all the local authorities in the area. Homogenous administrative models will be developed (a set of forms and integrated instructions for launching procedures and standard-type measures) as well as possible ways of going about computerisation.

Initiatives for the joint training of authority staff in the metropolitan area. To innovate processes, services and institutional roles, it is of paramount importance to take action in training local authority staff. In guiding staff through changes and developing their skills, training, on one hand, is fundamental for achieving a professional team that acts consistently with the MSP’s strategies, and, on the other, fosters the development of new professionals. The MSP promotes the joint training of authority staff in the metropolitan area, also collaborating with the University and research institutes. This will facilitate codes of conduct, relationships, interpretations and ways of communicating that are mutually recognised and shared, reducing service costs and improving organisational wellbeing. The metropolitan legal information service is the first example of joint, across-the-board training, enabling a full, updated and shared understanding of the same legislation and guidelines.

What is MSP 2.0?

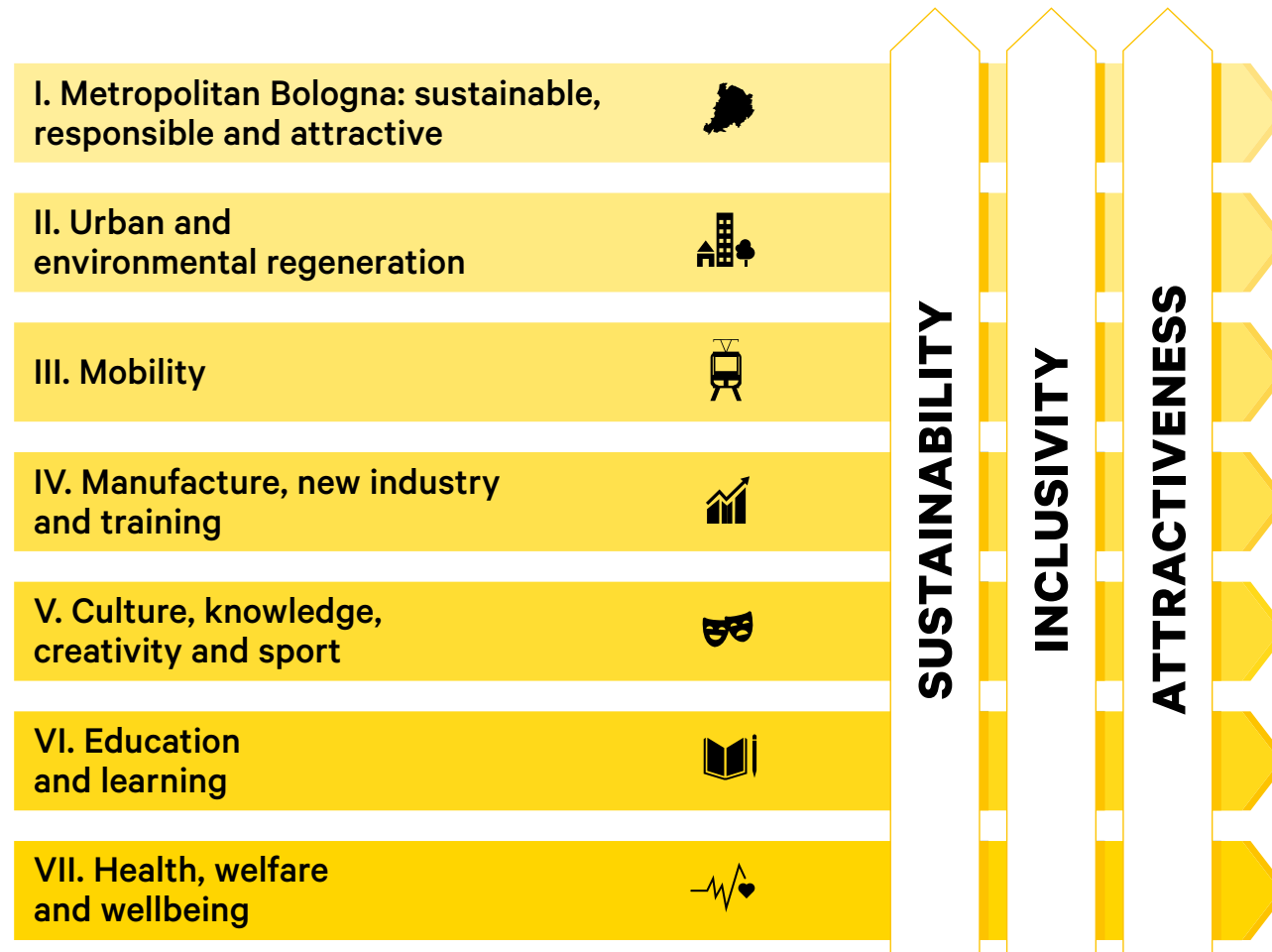
Italian Law No. 56 of 2014 sets out the primary duties of Metropolitan Cities; namely, to identify and coordinate development strategies for the whole metropolitan area by drawing up a Strategic Plan.

The Strategic Plan used to be a voluntary process; now, however, it is a set of official guidelines approved by the Metropolitan Council. It orientates the work of the Metropolitan City, the Municipalities and the Unions of Municipalities, identifying both medium and long-term strategic aims. It promotes cross-sector and cross-territorial federative and mutually-supportive planning between communities, spreading the idea of a “new metropolitan citizenship”, and reinforces the role of Metropolitan Bologna as a key axis for internal and external relations.

MSP 2.0 is fruit of the collective work of all the stakeholders in the territory. Unions, the Municipality of Bologna, the Emilia-Romagna Region, the University, as well as the territory’s social and economic entities and the companies involved have worked together and will continue to offer their invaluable contributions to further the unified development of the whole territory.

The foundational principles of MSP 2.0

Sustainability, inclusivity, attractiveness: these are the foundational principles of MSP 2.0, the operational guidance tool for the Metropolitan City. Environmental, economic and social sustainability, which feeds off a culture of legality and education about civic values. Inclusivity, which means valuing differences and unique features, and turning these into a common heritage and something that enriches the community. Attractiveness, a gateway to something new, unexpected, different, and knowing how to consistently build on the city's international and cosmopolitan identity.



I. Metropolitan Bologna: sustainable, responsible and attractive





Metropolitan Bologna: positioning and governance

Territory, development, learning, innovation and research, physical and non-physical connections, environmental sustainability, safety, welfare, culture and institutional innovation are the sectoral policies that the Metropolitan City is responsible for.

These same principles drive the work of local authorities, aiming at coordinated and effective action across the whole territory of the metropolitan area.

Aims

Metropolitan Bologna is a strategic axis for the regional economy. It intends to consolidate this central position using its connections with other cities in the region (Modena and Ferrara), extra-regional territories (the Veneto and Lombardy areas and the cities of Florence and Prato, which border Emilia-Romagna through the Apennines) and through international cooperation agreements.

The Metropolitan City aims to strengthen its alliance with education and research centres, especially the University of Bologna, in order to put into practice solutions in the territory that will benefit businesses, local communities and citizens. These solutions will be a product of teaching and research.

The Metropolitan City will work to become a territory specialised in sustainability and that fights climate change, thanks to the establishment of the World and European Weather Forecast Data Centre, as discussed in the Bologna Environmental Charter.

Metropolitan Bologna is pursuing its vision of being welcoming and attractiveness by developing its major polifunctional settlements: Hera, the Airport, the High-Speed Railway Station, Interporto, the Hospital Network, the University, Tecnopolo, the Italian Farming Factory (FICO) and the main industrial clusters. These structures represent growth vectors, and are ambassadors of this territory's identity and service quality throughout the world, taking into account principles of responsibility and sustainability.



**1 million
inhabitants**



**Thanks to young people
and new citizens**

**Innovation and
development**



**To attract new
investments**

**From the centre
to the outskirts**



**An authentic
tourist destination**

A Bologna that is inclusive and attractive for all

Through MSP 2.0, the Metropolitan City upholds all measures for welcoming new citizens who enrich and complement its metropolitan identity. The Bologna metropolitan territory, which has a higher aging index than the national average and a propensity for young people to move away, can actually maintain its current population of one million inhabitants thanks to the new citizens who will choose to study, work and live in this metropolitan city, if the right conditions are provided to keep young people here. The Metropolitan City will be able to draw in talent and young people provided it learns how to best communicate its values and identity, its ability to offer housing and work opportunities, and to present itself as a model of innovation through its partnerships with the University, the Region and the business world.

Enriching and complementing the metropolitan identity

An integrated system for welcoming new investments

A strategic position, highly qualified workers, fast and collaborative public administration, a hub for research, a quality cultural and social environment, excellent supply chains: this is what makes the Bologna territory one of the most attractive locations in the world for high-quality investments. In order to attract investments in the metropolitan territory, it is necessary to map out areas where they might be set up. Set timeframes for compliance with administrative procedures must be provided; a funding and tax incentive system for new establishments must be created; a continual exchange with the research and education community must take place; qualified workers are needed, as well as training that meets the needs of companies, and a network of developed trade union relationships.

Strategic development policies must work in conjunction with other sectoral policies: with city planning, to promote sustainable and innovative establishments and redevelop disused areas; with the service network, from mobility, to welfare, to cultural and social services; with training provisions and the integration of education and work, so that young people's professional qualifications match business needs; with the decisions made regarding major polifunctional complexes, whether it be Bologna Exhibition Centre, the Airport, Tecnopolo or the Italian Farming Factory, all of which contribute to the city's attractiveness.

Innovation and strategic development for high-quality growth

An authentic Tourist Destination

With double the rate of growth compared to the rest of the country and over 50% of the tourists in the city of Bologna coming from abroad, this metropolitan territory has the largest number of people employed in services and in the related businesses of the tourism sector in the region. Sustainable tourism can increasingly become a vector for the metropolitan city's social and economic growth. This can be achieved by promoting not only the region's capital, but the unique aspects and resources of what is a diverse and far-reaching territory, and its authentic and original natural and cultural landscape. The aim is to increase tourist visits by 3% a year with an increase in the average time of stay.

The Metropolitan Bologna Tourist Destination, founded in 2017 and partly funded by the city's visitor's tax, and the DMO (Destination Management Organization) provide the keys to resolving these issues through joint planning, enabling the redistribution of tourist flows from the city to metropolitan territories.

To increase tourism, it is necessary to improve mobility, incentivise new entrepreneurship, create tourist products that make the most of the unique Bologna experience and increase the presence of foreign visitors. Of fundamental importance is coordination with infrastructures (such as the Airport and the High-Speed Railway Station) and tourist attractions (FICO, the Autodromo of Imola motor racing circuit, spas and so on), as they are "gateways" to the region's tourist system.

**A sustainable
tourism that can
grow with the
territory**

Sustainability and growth for the new Apennines

The mountains are the territory's main environmental asset, and they must be protected and enhanced: to do so, specific policies must be formulated.

Even though the Apennines are a “weak area” from a social, economic and demographic point of view, they do provide special opportunities for development and growth. The aim is to turn the Apennines into a sustainable economy district, an area that fosters development where circular economy practices can be exercised.

“Focus on the Apennines”, a discussion involving the Unions of Municipalities, trade unions and the business sector, is one of the tools that the Metropolitan City promotes to make living in this mountainous and hilly area more attractive, whilst maintaining the manufacturing industry, supporting new sustainable factories, developing quality tourism, safeguarding the territory and enhancing services and quality of life.

Enhancing and protecting the mountains for citizens, businesses and tourists

II.

Urban and environmental regeneration





Regenerating the suburbs and urban areas

The *Bologna Environmental Charter* recognises that urban regeneration and the reduction of land take are fundamental to the sustainable development of the territory. The need to redevelop comes from acknowledging the territory as a communal asset and a non-renewable resource, and as such it should be preserved. The “Suburban Call for Proposals” was of paramount importance in showing which metropolitan policies should be focused on in redeveloping and safeguarding the suburbs and improving life in urban areas: this tool is the basis for a long-term policy that identifies the places which need regenerating.

Aims

The MSP 2.0 intends to protect against further land take, promote building renovation projects, reinforce connections with strategic hubs in the territory, broaden environmental protection and social inclusion and increase the number of green spaces in cities (aiming at 45m2 per inhabitant by 2030).

The Unions are called upon to formulate redevelopment projects by 2020 in areas known for urban deprivation, social and economic marginalisation and a lack of services. Sustainable mobility should be a priority in planning such projects.

The Metropolitan City of Bologna is committed to reducing its net land take by 20% before 2020, in accordance with Europe's aim to reduce this to zero by 2050 and with the request in the UN's Agenda to reach this goal by 2030. The new expansions into urban areas set out by the Metropolitan Territorial Plan (MTP) must guarantee environmental and territorial sustainability, and not make provisions for new housing in areas with no services and no access to mass rapid transit systems.



Urban regeneration ----- **Territory as a communal asset**

45 m² ----- **Green space per inhabitant**

20% reduction in land take ----- **by 2020**

Combating land take

Land take reduction and urban regeneration are two closely linked issues. Attempts to limit land take must be accompanied by careful consideration toward consolidated urban fabrics. In this respect, the MTP calls upon the Municipalities to consider greater density of housing in parts of the territory which are better served and more accessible by public transport.

The MTP must also define the role of residential areas and production sites. For residential areas, it will enhance the current educational, health, cultural services and infrastructures, establishing the level of the sites' housing potential based on the differing roles of the areas and the quantity of Metropolitan Railway Service stops (covering not more than 3% of built-up areas). For production sites, potential development of extra-municipal areas that are directly served by the motorway network, and that have rail or road public transport links, will be considered.

Mobility and environment to transform urban space

Territorial Agreements

The Territorial Agreement will be used to plan sustainable development through links between the metropolitan territory and major polifunctional complexes dealing with transport, health, research, trade and food supply.

The Plan will work to create sustainable and technologically advanced Ecologically Equipped Production Areas (APEA/EEPA), share policies and interventions regarding tangible and intangible infrastructures, identify strategic urban areas which need redeveloping, and will also support the establishment of sustainable businesses and activity which provides quality employment opportunities.

A shared tool for forging relationships and sustainable development

The metropolitan equalization fund

As well as intending to reinforce public funding, the MSP 2.0 provides for the creation of the Metropolitan Equalization Fund. This will guarantee constant funding for the regeneration of both residential and productive urban fabrics, which currently receive little financing. The fund will be supplied by revenue brought in from the main metropolitan attractions, urban planning and construction fees and additional resources provided by the new regional urban planning law.

Financing and supporting the urban regeneration of the whole territory

Protecting and enhancing the environment, the rural territory and the landscape

Focusing on the rural territory and encouraging agriculture are key strategies that the MSP 2.0 intends to use in order to enhance and safeguard food production and the landscape. In doing so they will also focus on hydrogeological, seismic and water protection issues.

The harnessing of the rural territory must focus on two primary concerns: protecting the landscape and enhancing provisions for food subsistence by promoting a sustainable and highly productive agriculture. This is why new construction endeavours in rural areas are solely for farming purposes.

Conserving and protecting the territory

Bologna, the regional hub

The production system and major polifunctional complexes, which fuel the metropolitan city's attractiveness and generate jobs, will be developed thanks to the upgrading of areas that have specific characteristics: namely, high levels of accessibility via tollbooths or rail systems, services for companies and workers, and high environmental and social standards.

In these areas, priority will be given to the creation of polifunctional complexes as well as manufacturing, logistics, large-scale retail activity, waste management, tertiary-sector services and highly attractiveness entertainment activities.

This is why the Metropolitan City believes it is fundamental to diligently execute its role within subsidiary companies, as it seeks to guarantee that the public interests, identified in the MTP, are effectively pursued.

Supporting the development of the production system and major polifunctional settlements

III.

Mobility





The integrated plan for metropolitan mobility

Every day in the metropolitan area of Bologna 59% of the over 2.7 million journeys are carried out with private means of transport (cars and motorcycles), whilst only 5% are done by bicycle. What's more, 30% of the journeys undertaken by car are less than 1 km long (which would take 10 minutes on foot). On one hand, these statistics are very bleak when it comes to creating a liveable urban space and protecting the environment. On the other, they represent an opportunity to significantly increase soft mobility.

Aims

40% reduction in greenhouse gas emissions from traffic in the metropolitan area of Bologna by 2030: to achieve this result, 440,000 journeys a day made by car or motorcycle will need to instead be made with other modes of sustainable transport. This is an ambitious goal that we can reach by providing public transport that is a real alternative for medium-long journeys, and that is reliable, effective in connecting territories, efficient and financially rewarding.

Citizens must be encouraged to stop travelling by car. Journeys made using private vehicles are to be reduced to 43%, broadening cycle lane networks, and urban spaces are to be redesigned to make them attractive to pedestrians. The aim is to substantially increase the number of journeys made on foot and by bicycle, so that by 2030 they make up 37% of the journeys in the metropolitan city (currently, 22% are made on foot and 5% by bicycle).



-40%
greenhouse gas
emissions from traffic

**by
2030**

**Sustainable
mobility**



**To redesign
urban spaces**



**Increase
sustainable travel
by 16%**

**by
2030**



Metropolitan public transport

The MSP 2.0 recognises the Metropolitan Railway Service as the cornerstone of metropolitan journeys.

The plan calls for integrated pricing, so that all daily travel can be carried out with one single travel document covering all public transport, connecting the Metropolitan Railway Service, intercity buses, trams and city buses.

The service needs to be improved and enlarged, providing better distribution of timetables, an increase in routes at peak hours and improving and/or introducing evening, night and holiday services to extensively cover the metropolitan area. Vehicle fleets must also be modernised and stations should be made more accessible and safer.

As regards the central urban area, an integrated plan for developing the tramway network must be formulated.

A thousand destinations, just one ticket: public transport 2.0

Projects for sustainable private mobility

In order to reduce the use of private vehicles, the parking and parking fee system must be reorganised. New road pricing policies are to be introduced which discourage unnecessary use of private vehicles.

The Sustainable Urban Mobility Plan (PUMS/SUMP) aims to reduce land take for the construction of new road infrastructures to 0% in the next 10 years (except in cases of finishing already-planned infrastructures), and reduce road accidents by at least 50% by 2020, with the hope of eliminating them altogether by 2030. The development and completion of already existing roads should be prioritised, turning available roads into spaces for sustainable mobility. Green infrastructures (essential for mitigating climate change) must also be added.

Regarding electric and low impact mobility, a specific plan of action is to be developed, which aims to reach 50% of the private vehicle fleet and 100% of the public fleet by 2030.

Giving up cars to let the city breathe and make more time for living

Getting around on foot

The MSP 2.0 intends to create conditions in which getting around on foot is the most common and natural way of travelling, eliminating obstacles and making paths safe.

Using education and awareness campaigns, we need to create a new generation of walkers which includes those who are only occasionally in the city, such as tourists.

To do so, large, widespread pedestrian areas and safe, attractive walkways – free of blockages and barriers – need to be created (starting with home-to-school routes by moving cars away from school entrances).

**A concrete goal:
to give the space
back to citizens**

The bicycle as a competitive choice of mobility

The MSP 2.0 aims to make sure the cyclist no longer feels “vulnerable”, but “privileged”. They should no longer be confined to a cycle lane, but safe everywhere and respected by other transport users rather than in competition with them. They should be aware of the advantages in getting around by bike and able to enjoy the benefits it has for them and the community.

Cycleways, equipped with the signage and directions necessary to ensure users can move safely, must therefore be inserted along the main roads in built-up areas, and lanes should be made that connect different urban areas with each other, urban areas with surrounding villages, and industrial centres with the main services.

The Plan also promotes cycle tourism and cycle excursions, for which it is necessary to identify the roads most used by tourists that are connected and integrated with regional, national and European routes. Finally, incentives for the purchase of electric and non-electric bikes must be enhanced.

**Getting around
by bike benefits
everyone, even the
territory**

Promoting sustainable logistics

Using the Sustainable Urban Logistics Plan (PULS/SULP), the Metropolitan City has devised metropolitan and urban level measures which will rationalise transportation, including transportation of freight, with a view to achieving sustainability.

The main courses of action lie in promoting railway logistics (a priority), renewing vehicle fleets for freight transport and managing freight in the last km of the journey and in restricted traffic areas with low impact vehicles. Again, the logistics of short-distance freight (50-60 km) must be optimised and full synergy with Interporto to relaunch railway transport is needed.

As well as these courses of action, it is of fundamental importance to share strategies and make specific agreements with current major intermodal terminals, especially the Airport and Interporto.

**Transporting
freight in a
sustainable and
eco-friendly way**



IV.

Manufacture, new industry and training





Manufacture and innovation

With 100 thousand businesses, as well as industrial and technology clusters, technology centres, incubators, accelerators, hubs, coworking spaces and fablabs, the Bologna territory is known for its overwhelming vitality and is the perfect place for creating innovative start-ups and developing business ideas and projects. Manufacturing is one of the strengths of the Bologna territory, although many micro and small-scale businesses have suffered because of the recent financial crisis.

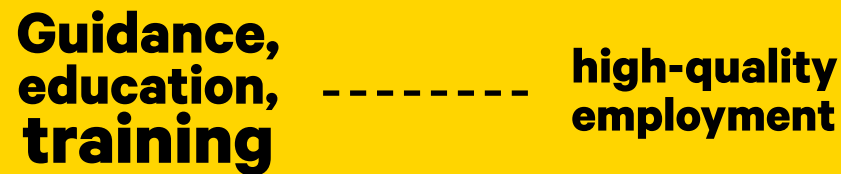
Although Bologna has the highest employment rates out of all the metropolitan cities, unemployment among youth and women remains high, and recovery in industry employment is weak. Since the 2008 financial crisis, institutions have worked closely, adopting original solutions to maintain existing business and safeguard employment. The entire system has demonstrated its ability to respond to and minimise the social impact of the crisis. The Metropolitan City, the Municipality of Bologna and all the Unions and Municipalities in the territory, along with public and private stakeholders, have used the 2013 MSP to take a huge step in reviving a technical culture, focusing on the technical and scientific skills of young people in the territory and on the adroit relationship between educational institutions, the production system and the territory.

Aims

The Metropolitan City, together with the Unions of Municipalities, intends to create an environment that fosters the creation of new “industrial ecosystems”. They will push for a fusion between traditional and creative industries, in order to formulate alternative innovations and visions for the future.

Industry 4.0 is run by artificial intelligence and aims to be human-friendly in the metropolitan territory of Bologna, combining robotics, automation and creativity. Tecnopolo will be the tangible infrastructure that houses and enhances this metropolitan system of innovation.

The Metropolitan City wishes to maximise desire to do business, making Bologna a place where great ideas become real projects and encouraging new enterprises to take on key issues: namely, a circular economy and an entrepreneurial spirit that embraces culture, new tourism, the digital world and innovative services that demand in-depth knowledge.



Promoting new business and greater entrepreneurship

The Metropolitan City of Bologna intends to position itself as a proper “Start-up Valley” on the domestic and international stage. To achieve this, greater entrepreneurship must be encouraged, and the promotion of new businesses should be steered towards a circular economy, culture and new tourism.

The training of young people should incentivise self-employment as a way of responding to the critical state of the labour market. This can be done through appropriate training that starts in school.

It would also be useful to make provisions for new financial support and dedicated taxation, to give the option of support services and courses and make space available (buildings, farmland, industrial space) in order to stimulate creativity, encourage the development of start-ups and establish networking and partnership between projects.

A breeding ground for new ideas: the Metropolitan City as a Start-up Valley

Metropolitan development for high-quality employment

To increase employment rates and get back to pre-crisis levels by 2020, the Metropolitan City intends to connect every development scheme with a calculation as to how it will impact employment, using agreements involving trade unions: the method is a stable and long-lasting partnership between institutions, the employment market, the business world and the territory.

To pursue these aims it is necessary to: create links between public and private financial resources for employing particular categories of workers, gather information regarding the needs of workers and companies open to accepting new employees and co-design new ways of getting young, vulnerable and disadvantaged people into work, which could also include employing them in social innovation projects.

Reviving high-quality employment

The single contact point for businesses

To support development, 2019 sees the launch of a metropolitan Single Contact Point for Productive Activity (SUAP/SCPPA): a centre that provides personalised and professional support for investments in strategic productive establishments, guaranteeing fixed timeframes and simplifying all authorisation procedures.

The MSP 2.0 is being launched so that bodies which have larger influence on authorisation procedures – Superintendence, Fire Brigades, Arpa [regional agency for prevention, environment and energy], AUSL [the local health authority], motorways, rail systems, and others – can make contributions in their areas of expertise to guarantee fixed timeframes and speed up procedures.

Making business simple and efficient

Education and training as stimuli for development

Education and training are intangible infrastructures that are necessary for growing and developing human capital and active employment policies: to make these more effective, institutions must establish more dialogue with businesses and the voluntary sector, training their staff and co-designing education and training courses.

Effective models in which students alternate between school and work must be looked into, and a metropolitan Network for lifelong adult learning must be developed. International mobility needs to become a distinguishing feature of the territory, and this can be partly achieved by internationalising the curriculum in order to cultivate appreciation of the skills of foreign students or those with an international background. A special relationship with the University must be pursued, which guarantees diversified collaborative action in instructing those who carry out training, studying innovative teaching practices and furthering planning and research in areas of common interest.

Finally, the MSP 2.0 is compelled to dedicate particular attention to the relationship between the education system and gender equality, in order to break down prejudices that assume women, unlike men, cannot enter into the technical and scientific community, and to create employment opportunities that combat gender discrimination.

An approach that furthers knowledge and high-quality employment

Technical and scientific culture as branding for the metropolitan territory

The metropolitan area of Bologna owes its growth to investments in knowledge, especially that concerning science and technology. The schemes which have been developed in recent years to revive a culture of technical knowledge have led to a 1.9% increase in enrolments to technical institutes in the 2017-2018 academic year.

To turn this culture of technical and scientific knowledge into “branding for the territory”, it needs to be encouraged from the beginning of primary and lower secondary education.

Science and technology as driving forces for a new way of learning

V.

**Culture,
knowledge,
creativity
and sport**





Culture: a right for and the identity of the metropolitan area

Culture is a part of the identity of metropolitan citizens, and also represents an invaluable means of achieving cohesion in the community.

But that's not all: it can promote economic development and provide very interesting job opportunities, especially for young people, provided that such jobs in the cultural sector are no longer merely temporary.

In addition to culture, the MSP 2.0 recognises the social value of sport, not just in terms of its health benefits and its contribution to physical and psychological wellbeing, but also as a tool for training, socialising and social inclusion.

Aims

The MSP 2.0 intends to fully enhance its cultural assets, which includes integrating them into educational, training, social and health policies, and making them a part of the tourist experience. In doing so, it is important to pay attention to social and environmental sustainability, prioritising environmentally-friendly forms of mobility.

A key enabler of this is the Metropolitan Round Table for Metropolitan City Culture, which needs to consolidate, in agreement with the Region, its role in coordinating and overseeing the cultural sphere. This will guarantee a collaborative approach to culture which overcomes current dimensional, financial and administrative fragmentation and disparity, and which streamlines cultural institutes (museums, libraries, theatres) and cultural events, in order to clearly communicate what the region has to offer and encourage creativity and culture among young people.



Culture



**Identity,
dialogue,
solidarity**

**A
of events**



**From the center
to the suburbs**

**Cultural
jobs**

**Metropolitan Bologna
as fertile ground
for creativity**

Cultural welfare for community wellbeing and social cohesion

The MSP 2.0 supports a culture that promotes intergenerational and intercultural exchange as a crucial public asset for individual and collective wellbeing.

The MSP is committed to supporting projects that combine practising the arts with a sense of solidarity, with direct involvement from vulnerable people, as witnessed in the *Teatri solidali* (Solidarity theatres) and the *Teatro e salute mentale* (Theatre and mental health) project.

The MSP 2.0 recognises the importance of turning cultural institutes into places for social cohesion and welfare, with inclusive projects that combat the digital divide. It proposes specific training courses, which are also linked to new technologies and audience development projects, and seeks to overcome that which restricts people from taking advantage of the city (beginning with viability and transport). It recognises that creativity is a key element for the community's economic development and focuses on younger generations, working with the educational system.

Culture as a generator of social cohesion

Metropolitan cultural systems: action to be taken

At the metropolitan level, the governance of cultural policies is based on Cultural Districts, which the Metropolitan Round Table coordinates from a cultural point of view. These Districts are recognised by the General Framework Agreement between the Emilia-Romagna Region and the Metropolitan City of Bologna. Above all, it is important to launch system connections in and among the Districts: between and within cultural institutes (museums, libraries and archives, theatres) and the shows and events departments.

There are various courses of action that the MSP 2.0 intends to take to guarantee the sustainability of these activities and the conservation of tangible and intangible cultural heritage. These include developing the metropolitan system of producing and managing cultural events and making them accessible; improving the transport system to make events more accessible across the whole territory; seeking out extra resources and forming partnerships with all entities that are willing to support the cultural system; developing links with tourist policies; encouraging creativity as a key element for the community's economic development.

A heritage worth conserving and enhancing

The museum system

Better coordinating what is currently on offer, improving and expanding the Museum Card and reviewing how the Metropolitan Museum System (MMS) communicates as a unitary body, while respecting differences and formulating themed maps: these are the actions that the MSP 2.0 intends to back in order to develop the metropolitan city's museum system.

It also promotes the creation of two highly innovative projects: a "Polytechnic School of Art", which would be a reference point for the whole region, and the "heritage repositories" experiment for collecting artistic treasures that are not in the safekeeping of the Superintendence – an innovative model in the running to become an international test case.

**A museum system
that looks to the fu-
ture**



The library system

Libraries need to become places that enable learning, and where information literacy can be practised. That is, places where people are taught to recognise reliable information, as well as overcome the digital divide and become experienced readers, something to be treated as especially crucial for younger generations.

Library services must be upgraded and improved: this could range from opening hours to the books' layout on the shelf, from loaning services to more innovative services such as MLOL (Media Library On Line) in which one can refer online to daily newspapers, magazines and e-books, to the Interlibrary Loan which makes one huge library available across the whole metropolitan territory.

**A library system
that forges
relationships and
shared values**



Theatres, shows and events

Theatre, performances, events, readings, music, cinema and media arts: this varied range of cultural activities must be made accessible across the whole metropolitan territory. To achieve this, the gap between the centre and the suburbs needs to be overcome, which could include the creation of shared calendars to avoid events overlapping. Public events must promote local artists, whilst also being sensitive to national dynamics and making space for international trends, in order to promote the Metropolitan City in Italy and abroad. These must be integrated into the organisation of the tourist system so as to attract spectators to events outside the most popular itineraries, using a suitable and sustainable transport system. Special focus will be given to the organisation of a Summer School specialising in cinema, music, performance and theatre.

An integrated system for organising and accessing cultural events

Experimentation and training in the cultural and creative sectors

The metropolitan city of Bologna wishes to become “a breeding ground for creativity”. The activities currently available in the territory must exist to train professionals who are able to make local institutions compete on an international scale, and this will affect conservation, management, communication and advertising. The opportunity to make neglected or only partially active places and spaces available could become an extra resource in enabling projects, which might also experiment with mixing different genres.

Welcoming and supporting creativity

Sport

The metropolitan development model for sport must be created with health protection, wellbeing and social integration policies in mind. It must also integrate into the economic, touristic, environmental and cultural development of the territory. One of the MSP's priorities is promoting schemes aimed at getting people into sport, especially young and disadvantaged people. It also takes into account the basic need for sports facilities, pushing for agreements that permit usage of school sports facilities outside school hours, that ensure their maintenance and that make them accessible for disabled people.

Health, wellbeing and social integration

VI.

Education

and learning





An integrated education and learning system for new generations

The youth population trend in our territory has seen a decline in line with national statistics. However, alongside this figure we can detect an evident desire on the part of young people to put themselves forward and exercise creativity, a resource which is worth focusing on.

Investing in young people means investing in the unified development of society as a whole: historically, this territory has been recognised as providing excellent early years education services, and today the system for adult public education is also seen as an exemplar for the whole country.

Aims

The MSP 2.0 intends to head towards an education system that can make the most of the territory's cultural heritage, enhance its multi-faceted nature and build a learning system for all stages of life, from services for infants – in order to guarantee the right to education from the earliest years of life – to lifelong adult learning.

This system can be also built by identifying solutions that monitor the demand and supply of educational services and that harmonise the access methods and times, tariff systems and school calendars, including summer opening times.

Investing in the quality of educational programmes is of fundamental importance, which can be achieved through education about healthy lifestyles, intercultural approaches and sustainable development. The Metropolitan Coordination Conference on education, training and work has the aim of promoting widespread access to the early years services system, supporting the joint training of professionals to guarantee shared quality standards across the whole metropolitan area.

Investing in school buildings is also a central issue; the Metropolitan City has 49.000.000 euros of regional and national resources available specially for upper secondary schools.



**49 million
euros** ----- **For school
buildings**

**Educational
guidance** ----- **-10% early
school leavers**

**From 0 to
100 years** ----- **A lifelong
learning process**

Educational guidance and inclusion

The MSP 2.0 suggests lowering the percentage of early school leavers and young people who are behind in education by 10%. This concerns young people between 18 and 24 who do not complete their studies. Three fundamental steps have been set out:

1. Creating a unitary connection point for youth, education and work policies as well as social policies relevant to the territory. It is necessary to plan effective responses and integrated, joint courses of action between local authorities, educational institutions and the voluntary sector, by analysing existing needs. Furthermore, the creation of services and interventions to encourage young people to participate and take up active citizenship, easing the transition from school to work, is to be promoted.
2. Studying an annual metropolitan plan for guidance in education and training in order to combat the risk of truancy and future vulnerability in the working world. The plan also aims at providing suitable guidance for second generation immigrants (i.e. young people of a migrant background) and aims to promote training/information campaigns on specific topics, such as the promotion of a technical culture, interactions with the world of production, and combatting gender stereotypes.
3. Promoting specific schemes for including children and students with disabilities in school, keeping alive people's sensitivity to differences and appreciating the contribution of families throughout the entire educational programme. Finally, it is necessary to support the transition into adulthood, enable young people to get into work and guarantee continual learning and care, which includes policies that deal with physical access to educational facilities and the availability of appropriate educational equipment.

Supporting educational attainment for everyone and discouraging early school leaving through guidance and consultancy

The metropolitan network for lifelong learning

The right to lifelong learning and to have one's training experience recognised, be it the result of non-formal or informal learning, is one of the cornerstones of European education policies. In collaboration with the Region, the Metropolitan City has set the goal of building the first territorial Network for lifelong learning, which affirms the citizen's right to formulate schemes for improving and qualifying their skills throughout their entire life. The role of Adult Education Centres (CPIA/AEC) is fundamental in responding to the need to refresh one's literacy skills.

Lifelong training

VII.

Health, welfare and wellbeing



A new metropolitan welfare system

Recent national and regional welfare reforms have introduced new tools to support the weakest sections of the population: the “reddito di inclusione” (inclusion income), instituted across the country, is joined by RES – “reddito di solidarietà” (solidarity income) and employment support for vulnerable people; these have been instituted by the Emilia-Romagna Region. However, as well as extreme poverty there is an objective risk of the middle class becoming impoverished, which could lead to a high number of citizens (at present estimated to be about 165,000 people in the metropolitan area) falling into absolute poverty.

In addition to the lack of employment income, one of the main contributors to social fragility is the absence of a home (which guarantees a dignified life), difficulty in finding or keeping a job, and an unstable family network.

Minors and dependent elderly people require special attention. According to recent analysis, 20% of the people requiring help from the public service system are minors or dependent elderly people. In the Bologna area about 8% of the metropolitan population is over 80, nuclear families are becoming smaller and smaller and, in more than 41% of cases, households consist of just one person. Our population is continually getting older, lonelier and poorer, and yet since 2008 the spending capacity for these needs has been squeezed.

Added to this complex picture is the issue of vulnerability caused by illegality, an issue which is as urgent as ever given that, as seen in the July 2015 – June 2016 report by the Anti-Mafia Directorate, there were 124 lawsuits filed against people connected to mafia activity in Bologna.

In response to these social emergencies, an even stronger and more cohesive governance is being built, starting with the creation of a single metropolitan Social and Healthcare Territorial Conference, which has the task of addressing and combatting growing impoverishment and guaranteeing justice for all metropolitan citizens.

The public welfare system also takes advantage of a broad network of associations for social advancement, voluntary organisations, co-operations and NGOs that, in partnership with local authorities, have taken action in recent years to meet emerging needs.

This is accompanied by schemes adopted in the business world: the Metropolitan City has instituted the Metropolitan Register of Inclusive Companies, to which businesses can sign up if they are known for their efforts to employ disadvantaged people. This is a huge step forward in the issue of both Corporate Social Responsibility (CSR) and territorial social responsibility.

Aims

The main aim of the MSP 2.0 is to combat impoverishment, as well as fight extreme poverty, with contributions from the voluntary sector. It is also necessary to consolidate the culture of Corporate Social Responsibility and continue to work on corporate welfare and welfare shared between the public and private sector, also paying attention to gender and equal opportunities policies.

When supporting our young people, it is also important to intervene with measures that appreciate their wish to put themselves forward, that guarantee the places and resources needed to make them heard and that allow them easy access to the consultancy and services made available by institutions.

It is also necessary to continue to strive to provide refuge, a listening ear and hospitality for women who have been victims of violence, and activate increasingly precise policies that can effectively respond to migration trends and increasingly make migration a resource for the metropolitan territory, which includes drawing on it as a means of counteracting our constantly aging population.



**A widespread social
and health network**



**Closer to citizens
in the territory**

**Home, work,
legality**

**Counteracting poverty,
vulnerability
and violence**

**Integration
and refuge**

**New ways of
enriching society**

Clinical networks and intermediate care: quality, efficiency and savings

The MSP 2.0 aims to create an integrated hospital network in order to guarantee an increasingly effective continuity of care, whilst prioritising the need to distinguish the special duties of different metropolitan hospital facilities.

Another core issue is developing Health Homes, made up of teams of multidisciplinary professionals who work according to the proactive medicine paradigm, intervening in delicate situations. Indeed, it is of fundamental importance to implement local healthcare and social services and organise subsidiarity also beyond the health sector, seeking ways to cooperate with other policies. The full participation of citizens (and their associations) is critical; when supplemented with awareness, skills and self-determination, they in themselves can become real resources for their community.

Against this background it is essential that home care is increased, with space for introducing the new role of the general geriatrician, and that collaboration with the University and Scientific Institutes for Research and Healthcare (IRCCS/SIRHH) is seized, including in areas of health, in order to hasten the transference of the results of their research into the care plan.

New health and social health models for greater quality, efficiency and savings

Focusing on youth

The “Regional youth project” gives a voice and tools to the need for a single and recognisable strategy for services and territorial opportunities for young people.

The MSP promotes the establishment of the Technical territorial coordination for children and adolescents, provided for by law to strengthen links between different institutions and entities, including private ones, who deal with the younger generations, and to interconnect the various services and opportunities available.

It suggests converging the resources within a common framework and is working to facilitate access to European, national and regional resources. Among the priorities is pursuing wellbeing for children and adolescents by guaranteeing equal opportunities in terms of education and the social sphere, confronting violent expressions of distress, supporting an informed use of the internet and promoting a policy for young people that makes use of multidimensional and multi-professional work tools.

An integrated and shared project that works for and with young people

Combating impoverishment and social fragility

The MSP calls for a series of extensive interventions that will grasp the various expressions of need and fragility.

Above all, it is of crucial importance that active employment policies are integrated, as inclusion in the labour-market is essential in escaping a vulnerable position. It is also necessary to rethink the housing services system, focusing on cooperation between the public and private sector through making unused or underused real estate available, which can be turned into low cost accommodation. The focus is on innovative, low cost housing solutions: this includes social housing initiatives, residences with mediation, entertainment and cultural integration services, self-recovery trials involving future residents and co-housing projects.

A network of services needs to be built which supports elderly and dependent people. In doing so, the public system is to become not just a service provider but, above all, a guarantor of the quality of a welfare system that also incorporates private services, for example by making a public service for advice and guidance on the various solutions offered by the territory. These solutions are also purchasable with one's own family resources in instances where the circumstances are not severe enough to entitle them to assistance from the public services network.

Furthermore, it is essential that the position of caregiver is appreciated and supported. Conciliatory policies must also be developed with involvement from businesses, and the regional accreditation system must be rethought to make it as flexible as possible.

Regarding discrimination and violence against minors and people based on their gender, it is essential to continue to invest in support services that have refuge schemes for abused women and their children, including post-emergency schemes that also help them achieve independence in housing and work. Collaboration between the public and the associations that deal with these issues must be consolidated, avoiding action that is fragmented or carried out alone.

It is also necessary to further develop and coordinate a programme for awareness raising, prevention and training that starts in schools, and a territorial dialogue discussing women's role in the job market. This will encourage a culture of equal roles, develop pathways aimed at female entrepreneurship and stimulate corporate social responsibility in relation to gender equality.

Finally, the Metropolitan City is leading the way to prevent corruption and has put itself forward to take on a coordination role for the territorial Provinces, within the scope of the very recently established Regional Network for Integrity and Transparency. Greater levels of transparency must be fostered, with complete implementation of the regulation on civic access (the right to request documents, information or data from public administration bodies where they are no longer in print), and guidelines that specify how to make calls for tenders must be prepared, developed and implemented.

Impoverishment and the fight against gender discrimination and violence

Native migrants or people of a migrant background

Refuge and
integration to
enrich society

According to estimates regarding future demographics, the foreign-born population will increase between now and 2020, mainly due to the increase in the number of migrant-born babies in Italy.

Given the understanding that this is a way of enriching a relentlessly aging population, it is necessary to coordinate services that specialise in people of foreign nationality or background; promote access to rights, especially citizenship rights; further implement the organisation of teaching Italian as a second language and develop specific schemes for native migrant minors or minors of a migrant background. It is essential that professionals are trained in interculturalism and that awareness initiatives aimed at the resident Italian population (on topics of coexistence, interfaith dialogue and combatting discrimination) are organised, providing opportunities for meeting and gathering together in the community.

The Metropolitan City has set out guidelines for the establishment of the metropolitan SPRAR/PSASR system (Protection System for Asylum Seekers and Refugees), which can organise permanent projects for providing refuge for, supporting and integrating asylum seekers and those with a right to international and humanitarian protection, using multidisciplinary teams who work with and supplement social and healthcare services from the various districts in the territory.

**January
2016**

Metropolitan City bodies

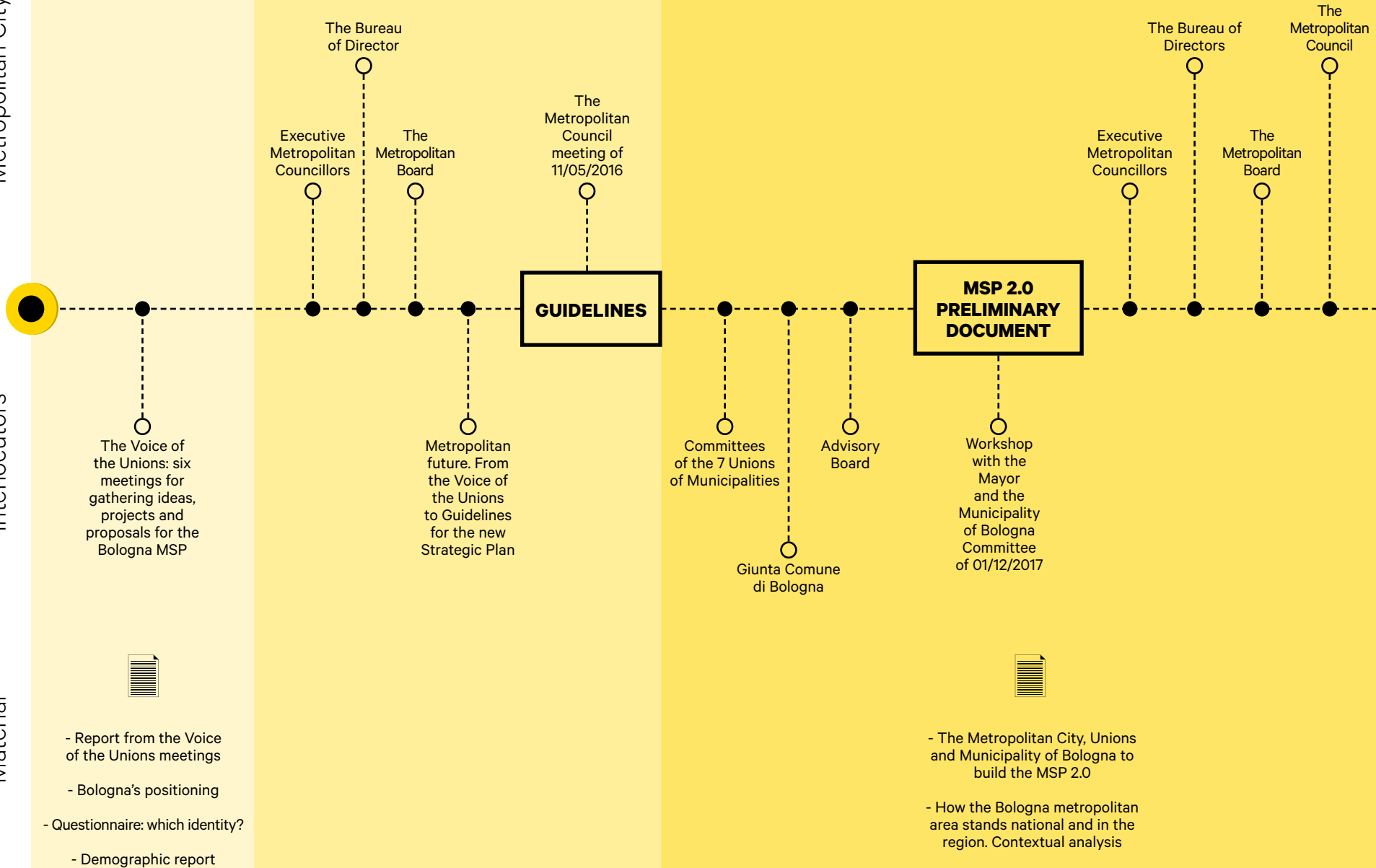
Interlocutors

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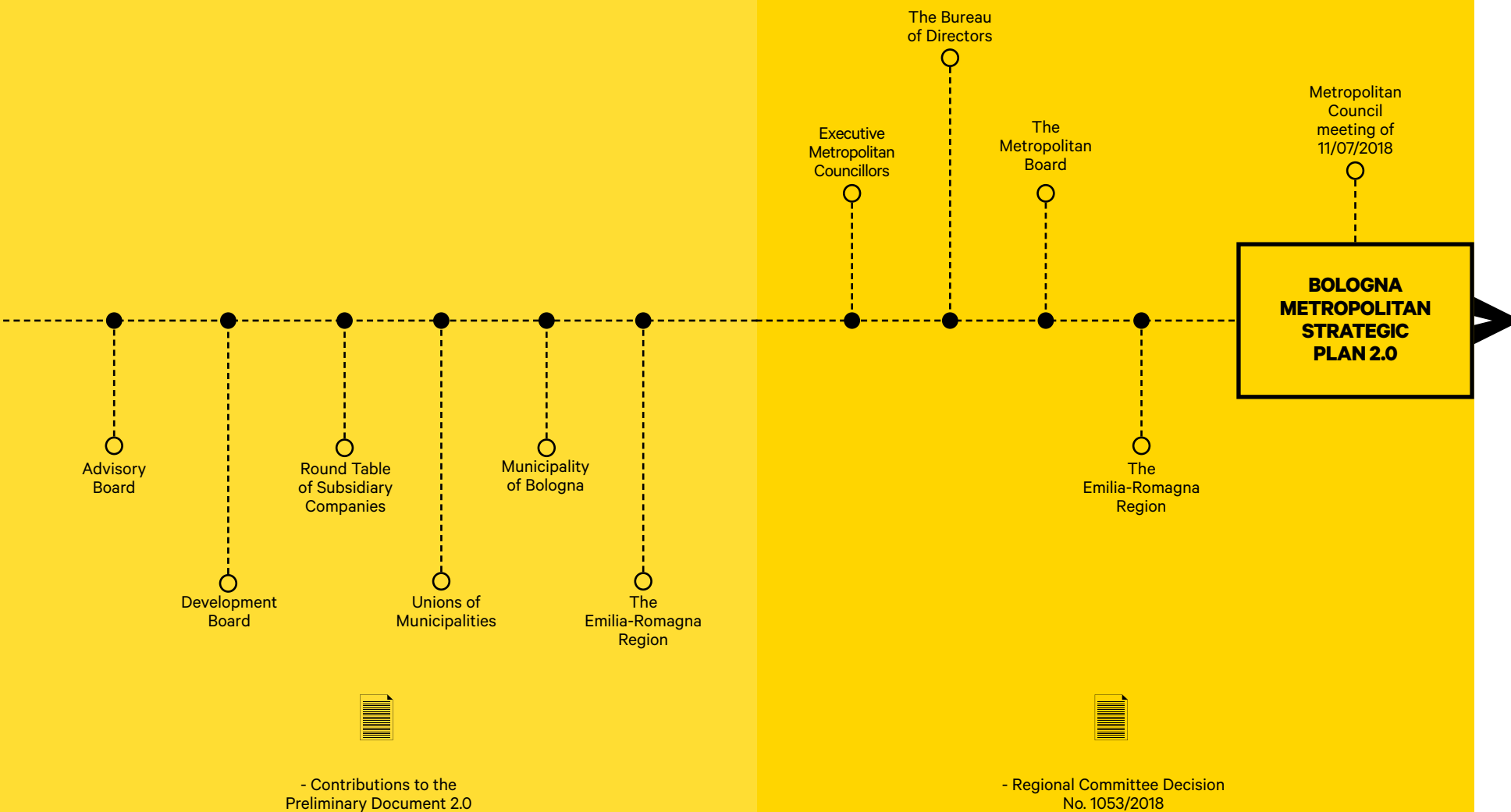
APPROVAL OF GUIDELINES

FIRST STEPS TO WRITING UP THE PLAN



MEETING ON THE PRELIMINARY DOCUMENT

MSP 2.0 APPROVAL



Bologna Metropolitan Strategic Plan 2.0

Metropolitan City of Bologna

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