

# STRATEGIC TERRITORIAL AGENDAS FOR SMALL AND MIDDLE-SIZED TOWNS AND URBAN SYSTEMS



Edited by Pietro Elisei



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2014



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## LIST OF ACRONYMS

CF	Cohesion Fund	LAGs	Local Action Groups
CLLD	Community Led Local Development	OGC	Open Geodata Consortium
CMS	Content Management System	PA	Partnership Agreements
EAFRD	European Agriculture Fund for Rural Development	SA	Strategic Agenda
EC	European Commission	SEE	South East Europe
ERDF	European regional Development Fund	SEE-WP	SEE Web Platform
ESF	European Social Fund	STUA	Strategic Urban Agenda
ESPN	European Spatial Planning Observation Network	SMSCs	Small and Medium Sized Cities
EU	European Union	SMCTs	Small and Medium Sized Towns
GIS	Geographical Information System	SMEs	Small and medium Enterprises
HDUCs	High Density Urban Clusters	UC	Urban Center
ISOCARP	International Society of City and Regional Planners	UIRS	Urbanistični inštitut Republike Slovenije (Urban Planning Institute of the Republic of Slovenia)
IFHP	International Federation for Housing and Planning	UTF	Urban Task Force
ICT	Information and Communication Technologies	UN	United Nations
ITI	Integrated Territorial Investment	WMS	Web Map Service
INU	Istituto Nazionale di Urbanistica		

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Pietro Elisei – Content Manager STATUS Project  
Joep de Roo – General Manager STATUS Project

*This book is dedicated to all those persons who organized, participated and contributed to the success of each STATUS meetings or workshops ... You are the true builders of democracy and smart urban development!*

# FOREWORD

*Milica Bajić-Brković – ISOCARP President*

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Reconsidering the planning practice and exploring new opportunities for making it attuned to the ever changing urban reality is increasingly becoming one of the key issues in many South-East European countries. In some, it is the social and economic reality that is restructuring the framework for planning activities, in others a call for its reconsideration stems from the understanding that planning should respond to the emerging issues like climate change, reconsideration of urban resources and urban growth or urban-rural migratory process and the changing relationship between cities and their hinterlands. In some South-East Europe countries these processes have been coupled and enhanced by the increasing pressure for urban democracy and making planning receptive to technological innovations.

The book you keep in your hands encapsulates the results of the collaborative two year project Strategic Territorial Agendas for Small and Medium-Sized Towns' Urban Systems-STATUS. The project gathered ten municipalities from six countries to jointly work towards making their local planning better attuned and more effectively responsive to the local conditions and needs. At the same time, the collaborative work provided an excellent opportunity for all of them to explore and experience mutual learning experience, professional exchange and learning from each other. Their two year committed and diligent work resulted in impressive achievements by creating new knowledge, building foundation for better planning practice in their cities and regions and, above all, by generating a network for their future collaboration and exchange.

The STATUS project demonstrates how the integrated and participatory planning approach can contribute to making towns and places liveable and sustainable. The experience of the participating municipalities that passed through this complex and multifaceted process and the results they achieved provide a living evidence for others in search for better and more prosperous living environments. The principles of informed urban democracy and comprehensiveness, as well as the commitment to making cities drivers of development and creating liveable places with a long term development perspectives, were at the very heart of the STATUS project from its inception and were consequently applied throughout the execution process.

This book presents the STATUS project in detail. The planning process, planning methodology and employment of collaborative planning tools are given much space and consideration. Placing these issues in the centre of this exercise appeared highly relevant to all participating municipalities. For some, to assess the status quo and improve their existing planning practice, for others, to examine local potentials for making it better attuned to the up to date requirements and expectations from urban planning.

The municipalities which STATUS brought together, their planning experience and the case studies they worked on now are available to planning professionals internationally. Learning about other's experiences, views and attitudes and comparing them with one's own philosophy and practice is always exciting and challenging. This book provides an inspiring opportunity to embark on this exercise.



## THE STATUS EXPERIENCE

*Planners do not work on a neutral stage, an ideally liberal setting in which all affected interests have voice; they work within political institutions, on political issues, on problems whose most basic technical compomemnts (say, a population protection) may be celebrated by some, constested by others. Any account of planning must face these political realities.*

*John FORESTER, 1989*



# STATUS ESSENTIALS

Pietro Elisei

STATUS is tackling the problem of incoherent urban and regional development in South Eastern European countries by jointly developing an approach which can help SMSCs (Small and Medium Sized Cities) in designing integrated and sustainable urban agendas: place-based strategies by practice of participatory planning tools.

Three macro areas, or macro regions, define the realms of action of STATUS: The proper *Mitteleuropa* (Austria and Slovenia), the post-socialist nations (Serbia, Montenegro and Romania) and the oriental Mediterranean Sea (Italy and Greece). From a strictly geographical viewpoint, STATUS involves the *Alpine area*, the whole Balkan extent and the *south-east Mediterranean basin*. In terms of planning traditions and cities involved, operating a draconian simplification, things can be reduced to two different systems:

- a.) A decentralised one enriched by policies and additional strategic instrument, accustomed to participatory planning approaches (Schwechat (Wien), Regione Abruzzo, Provincia di Foggia).
- b.) A centralist one mainly based on an obsolete set of normative plans and not used to involve stakeholders in decision-making planning processes (Alba Iulia, Baia Mare, Balti, Drama, Herceg Novi, Kavala, Temerin and Satu Mare).

Obviously, there are many nuances; while every nation has different planning systems, experience with EU cohesion and territorial policies, planning schools and traditions, all STATUS territorial partners agreed upon designing a strategic agenda based on an effective participatory planning process, involving stakeholders and local communities.

The STATUS overall objective is to assist city authorities of the SEE countries in developing Strategic Territorial/Urban Agendas (ST/UA) (depending on the scale of the partners institutional territorial management), as a tool for sustainable and integrated development, and in implementing Urban Centers (UCs). Finally, generated practices and emerging city networks will be archived and promoted through the SEE Web Platform (SEE-WP). The platform will constitute the memory of the implemented plans and policies in the project, the virtual platform through which innovative and smart services/solutions for the SEE cities of the future will be developed. The specific objectives of STATUS are:

1. Familiarising SEE SMSCs with integrated urban programming approaches;
2. Putting in place cooperation structures and business opportunities between main stakeholders in small and medium sized cities: promoting operational partnerships among municipalities, investors, knowledge institutes and the third sector;
3. Creating a city-platform for exchanging knowledge on urban and territorial development themes, initial focus being cities and urban systems of SEE (target users);
4. Defining steps and contents (to launch and to organize the local processes) for designing in each partner city an Urban-Territorial Development Agenda (visions for territorial cohesion) and to create UCs in three pilot cities.

The SEE programme is a unique instrument that, in the framework of the Regional Policy's Territorial Cooperation Objective of EC, aims to improve integration and competitiveness in an area (namely Balkans and Adriatic Sea Basin) by presenting, from a geopolitical viewpoint, multiple and articulated identities and sensitive urban questions.

Partner cities elaborate instruments and methodologies to make the use of cohesion policy funds in urban and metropolitan areas more effective and less inefficient. It specifically acts on topics connected to the competitiveness of urban areas, regeneration of deprived neighbourhoods, creation of permanent urban centres as places generating urban dialogue and development ideas. The STATUS project's main challenge is in defining locally rooted urban projects, based on a strong involvement of local communities in the creation of "urban action groups", sustaining the definition of local sustainable and resilient strategies. The project is a test-bed to observe how communities' actions at urban scale in SEE states, many of them post-socialist and still operating through centralistic- top down decision making, can interact with governance contexts not used to devolve and share strategic territorial and urban decisions. In the cases of Greece, Montenegro, Romania and Serbia the work done in the project involved both the dimensions connected to the process design of integrated urban development and participatory approaches. As far as the Italian partners are concerned, the participatory approach is generally a consolidated procedure in planning processes, while looking for effective governance scheme aimed at pursuing factual integration remains an open issue.

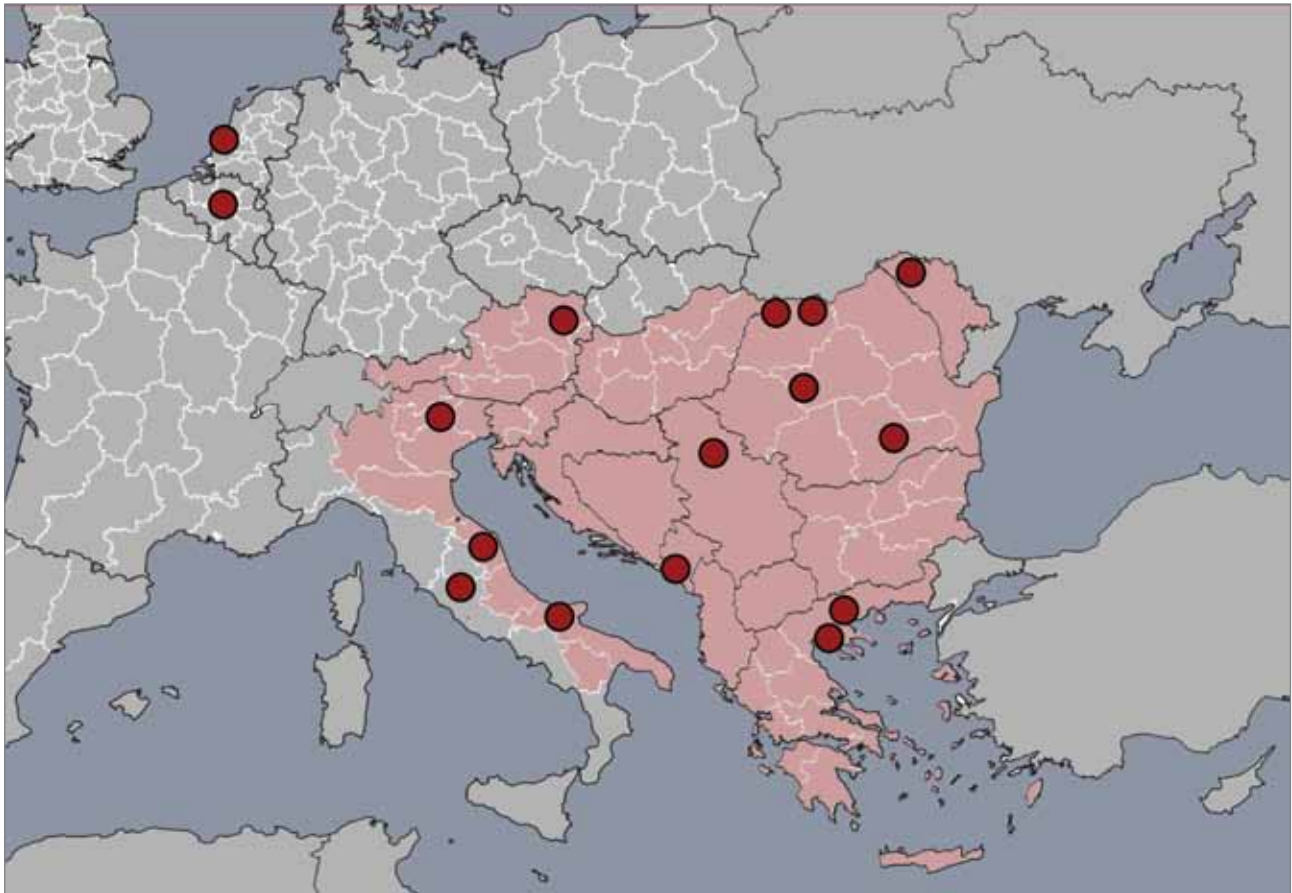


Fig. 1: STATUS partners

**Territorial partners:** Kavala Municipality (GR), Alba Iulia Association for Intercommunal Development(RO), Baia Mare Metropolitan Area (RO), Drama Chamber of Commerce (GR), Foggia Province (IT), Herceg Novi Municipality (MNE), Abruzzo Region (IT), Satu Mare Municipality (RO), Schwechat Municipality (AT), Temerin Municipality (RS), Balti Municipality (MD).

**Scientific Partners:** Romanian Register of Urban Planners (RO), Ministry of Regional Development and Public Administration (RO), ISOCARP (NL), National Institute of Urbanism – INU (IT), IFHP (NL), UIRS (SI), CEIT Alanova (AT), Fondazione Graphitect (IT), CER Centre for EcoResource (UA).

**Observer Partners:** RICS (BE) Global City Indicators Facility (CA)

# STRATEGIC AGENDAS BASED ON PARTICIPATORY PLANNING PROCESSES IN SOUTH-EAST EUROPE

Pietro Elisei

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The way to make decisions about urban transformations is changing in many European cities. The project STATUS has been tackling this change directly by working with several cities in South East Europe. Hence, STATUS has been a workroom for testing new practices related to how decisions are taken in SMSCs (*Small and Medium Sized Cities*). If we are seriously looking for an integrated urban/territorial approach, we need to learn how to enlarge the decision making process:

This means giving voices to different institutional tiers, involving enterprises and potential private investors/financers, listening to suggestions and ideas generated by local organisations and citizens.

It is necessary to find the processes' algorithms capable of allowing an initial local clarification among these planning actors, often having contrasting interests, and to accompany their actions towards common development objectives.

In doing so, the STATUS methodology links the projects sustainability to the decision making process modalities. The decisions are split among different actors congregating into a participatory planning process.

These decisions are affecting 72% of the European population (OIR, 2006). Just to have an idea, in absolute terms we talk of 18,857 cities, of which around 15.000 are under 20,000 inhabitants. In percentage terms, we are addressing 97.9% of the European cities, as, in fact, only 2.1% of European cities have a population of over 100,000 inhabitants. If we consider just the cities that are not over 50,000 inhabitants, it is impressive to notice that we still get a very high percentage, that is 94.4%. We can simply affirm that Europeans live in cities having less than 50,000 inhabitants.

This dance of numbers serves to affirm the importance of thinking about how important it is to take care of decisional processes in SMSCs.

Moreover, it is to consider that major investors focus on big cities, therefore, it is of vital importance for SMSCs to prepare strategic agendas. These cities very often find themselves, for different reasons, in stagnant situations, but the current

economic background in Europe does not consent anymore to rely on "low profile" city management. The public sector cannot continue to grow without being productive (being an electoral pool to serve the swinging political mood), and the enterprises cannot continue to stay in the market without being really competitive and innovative (hoping to find always a last second support from public investments). The lessons generated in STATUS for the SMSCs can be synthesized in one sentence: *"Standing still is going backwards"* (Martin, D., 2014). This is particularly true in the SEE area, where heritage of post-communism, or cases of permanent delay in development (e.g. Italian Mezzogiorno) determine weak local governance systems. These systems need to have an injection of strategic thinking, especially in the urban realm, but SMSCs all over Europe are in need of such treatment, if we want to bring the European economy back to life. In fact, it is naïve to believe that simple economic recipes, often not considering directly the urban/territorial dimension, could generate virtuous paths that could take many European regions out of the crisis.

The project STATUS bet on a fundamental assumption: the revival of the European economies is based on a renewed dynamism of the cities and on socially innovative processes related to a new way of planning. STATUS promotes an urbanism which struggles to find the right solution to operationalize the concept of integrated territorial approach, but which conjugates this effort with the implementation of participatory processes at the local level that are able to redesign the ways in which decisions are made. The result of this project in every partner city or region was the design of a strategic agenda. We, as content and project management, preferred to use the term agenda, not plan, in the STATUS design phase. Furthermore, we were consequent throughout the implementation phase. A strategic agenda, and its process, at the end of the day, can be very similar to those leading to strategic plans, but the term agenda consented us to introduce some basic differences on very important values to keep in mind and to pursue during these planning processes:

The term plan, very often, and especially in this area of intervention, is particularly connected to normative reasonings. In STATUS the normative plans (e.g. Land Use Management Plans, and other similar zoning instruments) never constituted

relevant elements to underlie the planning process. The postulation done was that normative plans always have a delay in respect to real urban transformation, or they are *ex post* representation of decisions. In STATUS it is important to build the decision, to be protagonists of the decision, but even to enlarge the area of decision makers.

Many strategic plans fail to become a real benchmark for political decisions, it happens very often that these tools produce

lists of projects that a) become partially implemented, or b) are used just as a political brochure, and/or c) become completely unattended. It is important through the STATUS methodology to build from the beginning consensus around projects that answer to real needs – needs agreed transversally by many actors. For this reason, enlarged and flexible participatory planning has been proposed to cities.



# STATUS: DESIGN AND METHODOLOGY

*Pietro Elisei*

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STATUS has an ambitious methodology. It tries to systematize a precise procedure to apply in the different territorial contexts, the different partner cities. This procedure is a general framework conceived for helping to design the strategic agendas and to realize the urban centers, or to create the conditions for underlying them. It is evident that every city has and is a different story in terms of planning traditions, attitudes, social and territorial capital, resources, capabilities, ambitions, perspectives and so on, but the experiment tried in STATUS was to provide some “key values” to observe in the process and some “key actions” to accomplish. In other words, the attempt was the one of “standardizing” some moments of the planning process which, independently of local specificities, are necessary in order to get to a sound Agenda and to create a local group able to support and advocate it. Many important factors shape the background of this methodology, among them:

- To base the decision making process on a pool of different actors (institutions, enterprises, NGOs and simple citizens associations) in order to have a pluralist perspective of the planning process.
- To build plans and strategies around credible and pragmatic objectives to be realized through a step by step thinking.
- To respect and valorize natural and landscape resources in the definition of territorial and urban transformation.
- To be open to all innovative processes breeding up in social, economic and technological sciences.
- To promote culture and material and immaterial cultural heritages as development drivers.
- To promote and design projects based on international cooperation, with a specific focus on European Union Funds.

Finally, the most important asset of this methodology is to arrive at shaping a sustainable process focusing on the enlargement of the way decisions are taken in the urban realm. If we are really looking for concrete and coherent development, if a “sustainable, inclusive and smart” growth is really the prerogative, then we have to go back to the local. It is necessary to root decisions in the places where they are going to have impact, it is necessary to launch a real urban dialogue having more dimensions, at least:

- The institutional one (integrated governance → local clarification among governance actor is a prerequisite at

the beginning of every process aiming at transforming the city)

- The policy design one → To provide more operational tools (easy to manage policy instruments) to facilitate “urban pacts” sustaining the identified priorities.

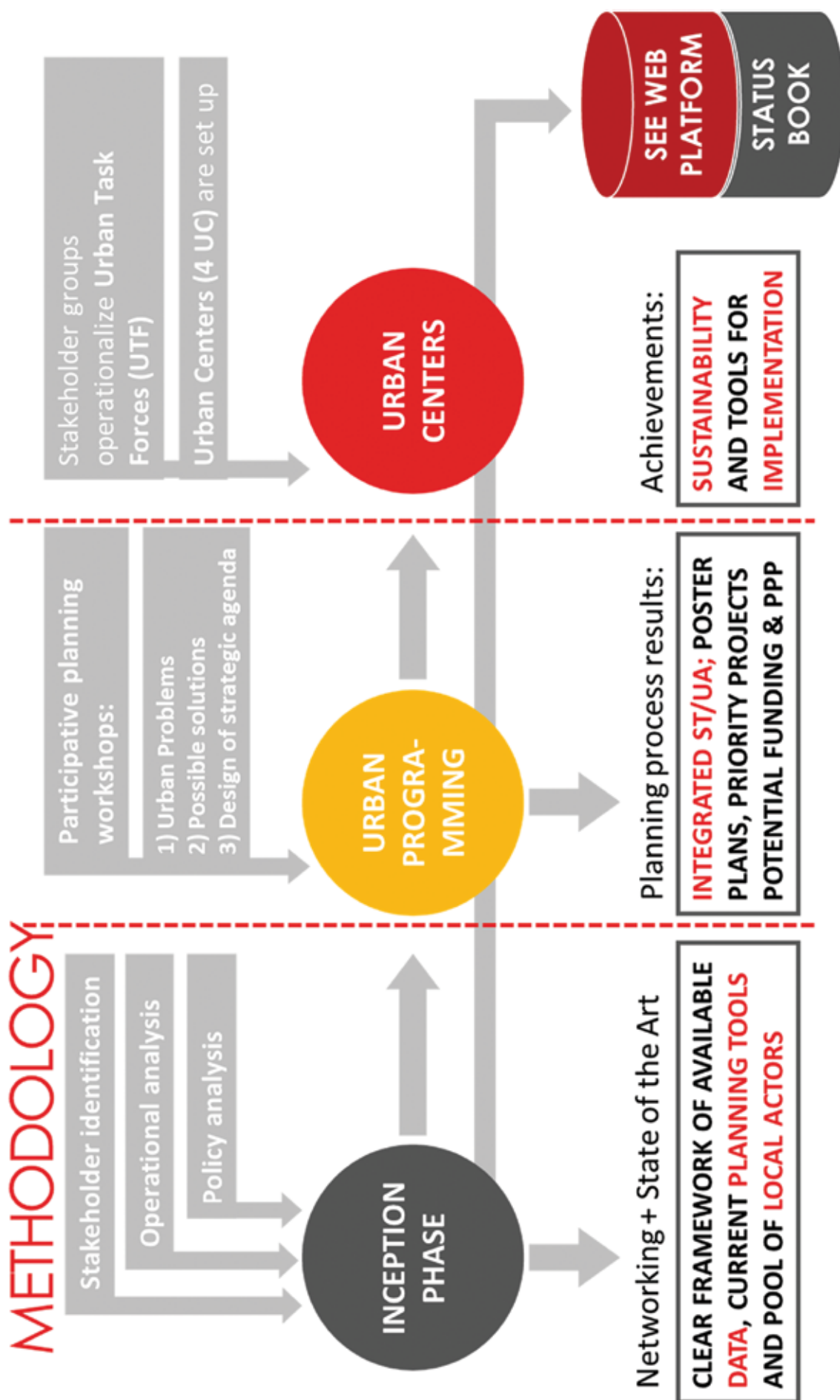
After premising these necessary considerations, let's illustrate the methodology in its details. The STATUS methodology is based on three main project steps: 1) an inception phase, 2) a planning process activating period (urban programming), 3) a final phase of the delivery of the Strategic Agendas (ST/UA) and creation of the Urban Centers (UCs). Both of these final activities will be supported by the creation of local Urban Task Forces (UTFs). These basic steps, needed in order to accomplish the objectives of the project, have been accompanied, during the entire project, by professional project management, communication and dissemination activities. The inception phase is characterized by different activities, analytical and cognitive, to start the project in an orderly and structural manner. In this 1st step, different methods of analysis have been pursued in order to achieve the objectives of STATUS: a) desk analysis (consulting reports/reviewing case studies and consolidated literature, analysis of GIS state of art), b) field analysis (interviews with relevant actors and subjects of urban policies, exchange of experience with local planners) c) operational analysis through organized events (international seminars and organisation of conferences, thematic workshops with planners, politicians and stakeholders). These group activities have been used not just in terms of networking or as structuring the planning process, but also as an opportunity for achieving a more in depth knowledge of the state of art of local urban issues. At the end of these 1st step activities, a clear framework of available data, current planning tools and pool of local actors characterizing the partner cities planning arenas was available in the involved partner cities (the effort was relevant).

The 2nd step, the urban programming stage, sets up and organizes all local players within a local planning process that structures the design of the strategic urban agendas. The urban programming stage is demarked by: 1) the organization of workshops in order to identify and discuss major local urban issues; 2) the assessment of the achievements of the workshops and definition of planning scenarios; 3) the prioritization of

selected projects and design of the Urban Strategic Agenda. Moreover, at the end of this step, we will have developed a) indications for individualizing places and commitments to realize the Urban Centers, b) information on the content to be addressed in proposing the web platform services. For this second stage, a specific STATUS WORKSHOP METHODOLOGY has been developed: a proper vademecum to help cities to manage the enlarged and complex participatory planning process triggered by STATUS (Diagrams of this vademecum are reproduced here below)

The 3rd step, the Urban Centers stage, through the creation of the UCs, proceeds to increase the capacity of local planning actors to implement the designed Urban Strategic Agenda, giving sustainability and resilience to the collective construction of the Urban Agenda. This WP creates the framework to mature the planning process and to be consequent with results achieved in planning activities performed in the 1st and 2nd

steps. The main activities of this stage are: 1) Increasing local awareness about the projects and objectives of the Agenda, so as to extend its local rooting among local communities; 2) creating Urban Centers as “factories for ideas”, places for coherent urban development; 3) consolidating Urban task forces, within the Urban Centers, looking for potential investors (local/global) and funding possibilities for realizing and generating projects. The partnership of the project that will make these steps possible is balanced, in order to have the adequate combination of partners for each foreseen output, playing on the balance among territorial, scientific and technical partners. The intermediate and final phase of the planning processes, moreover, have been accompanied by the creation of the web platform (SEE-WP), which permitted even cross-cutting constructive interferences among partner cities distant processes, and enriched, through external creative motivating forces, the local pathway to the design of effective and efficient urban tools.






# WORKSHOP 1 - Territorial Governance and urban issues

## 1<sup>st</sup> DAY

TIME	SUGGESTED PROGRAMME	OUTCOME/AND COMMENTS
Max. 20 Minutes	Welcome by the host institution	<ul style="list-style-type: none"> <li>Official start of the workshop days</li> </ul>
Max. 45 Minutes	Introduction of the <b>STATUS Objectives</b> to local invited stakeholders, steering the participatory planning process leading to the <b>setup of the Strategic Agendas</b>	<ul style="list-style-type: none"> <li>The local stakeholders have been identified within the 3.1 Report.</li> <li>The group has a <b>variable geometry</b>: try to involve the <b>right persons</b> capable to face the planning issue to solve. Operate a <b>critical selection</b> of available actors</li> </ul>
Max. 15 Minutes	Presentation of the <b>Workshop Objectives</b>	<ul style="list-style-type: none"> <li>The 1<sup>st</sup> Workshop should put on the ground, together with the Local Group, all the U/T problems</li> </ul>
Max. 5 Minutes	Presentation of the <b>Workshop Agenda</b> for the three days	<ul style="list-style-type: none"> <li>Overview of the workshop's schedule and outputs</li> </ul>
Max. 90 Minutes	<b>Ice Breaking:</b> Invited actors present their <b>interest in being involved</b> in the STATUS participatory planning process	<ul style="list-style-type: none"> <li>Invited stakeholders get to know each other</li> <li>Time available for each stakeholder depends on the number of participants</li> </ul>
<i>Break</i>		
Max. 90 Minutes	<div> <div> <b>WORKSHOP</b> </div> <div> <u>Identification of environmental problems:</u> <ul style="list-style-type: none"> <li>water, waste, noise, soil, urban /rurban green networks and hubs; agricultural, protected and transformation areas;</li> <li>threats to the rural landscape and environment;</li> <li>urban sprawl: localization of new residential and productive settlements</li> <li>other important environment topics</li> </ul> </div> </div>	<p>A <b>working group</b> will be created for every conceptual axis structuring the Strategic Agenda:</p> <ul style="list-style-type: none"> <li><b>Environment</b></li> <li>Mobility and Accessibility</li> <li>Business Environment</li> <li>Governance</li> <li>Public Space and Urban Regeneration</li> <li>Networks for local empowerment</li> </ul>
Max. 45 Minutes	<b>Drafting conclusions of the first working day</b>	

2 <sup>nd</sup> DAY		SUGGESTED PROGRAMME		OUTCOME AND COMMENTS	
TIME	Max. 15 Minutes	Resuming conclusions of the previous day and introducing the daily schedule		<ul style="list-style-type: none"> <li>• Reiteration of the findings from the 1<sup>st</sup> workgroup, preparation of the day's other WG</li> </ul>	
Max. 90 Minutes	WG 8A	<p><b>Identifying mobility and accessibility problems:</b></p> <ul style="list-style-type: none"> <li>• streets, railways (underground, trams, etc), sidewalks, squares and public buildings, parking lots,</li> <li>• <i>piano dei tempi</i> (when happened what?), car sharing, integrating different transport systems, intermodal hubs, environmentally friendly means of transportation, traffic management systems</li> <li>• facilitating the use of low impact transport means (polluting means paying more – system of local taxation), rationalization of existing parking places, and more.</li> </ul>		<p>STAKEHOLDERS AND EXPERTS ORGANIZED IN WORKING GROUPS</p> <p>IDENTIFY</p> <p><b>PROBLEMS</b></p>	
Break					
Max. 90 Minutes	WG 3: B	<p><b>Identifying business environment problems:</b></p> <ul style="list-style-type: none"> <li>• towards an economy of knowledge: cultural, social, promotion of PPP for each specific development initiative, network enterprises in the area (district economies/ clusters),</li> <li>• structural, human and territorial capital, economy of events, education and training, supporting (facilitating activities of) innovative enterprises, increase the value of previous (industrial) knowledge, and more.</li> </ul>			
Break					
Max. 90 Minutes	WG 4: GC	<p><b>Identifying governance and stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Governance and stakeholders: ways to integrate sectoral policies and institutional administrative layers, making a PPP, coordinating enterprise/ institutions, universities-research centers,</li> <li>• Internal governance of involved cities: urban task force managing agenda and urban center, and more...</li> </ul>			
45 Min.		Drafting conclusions of the second working day			

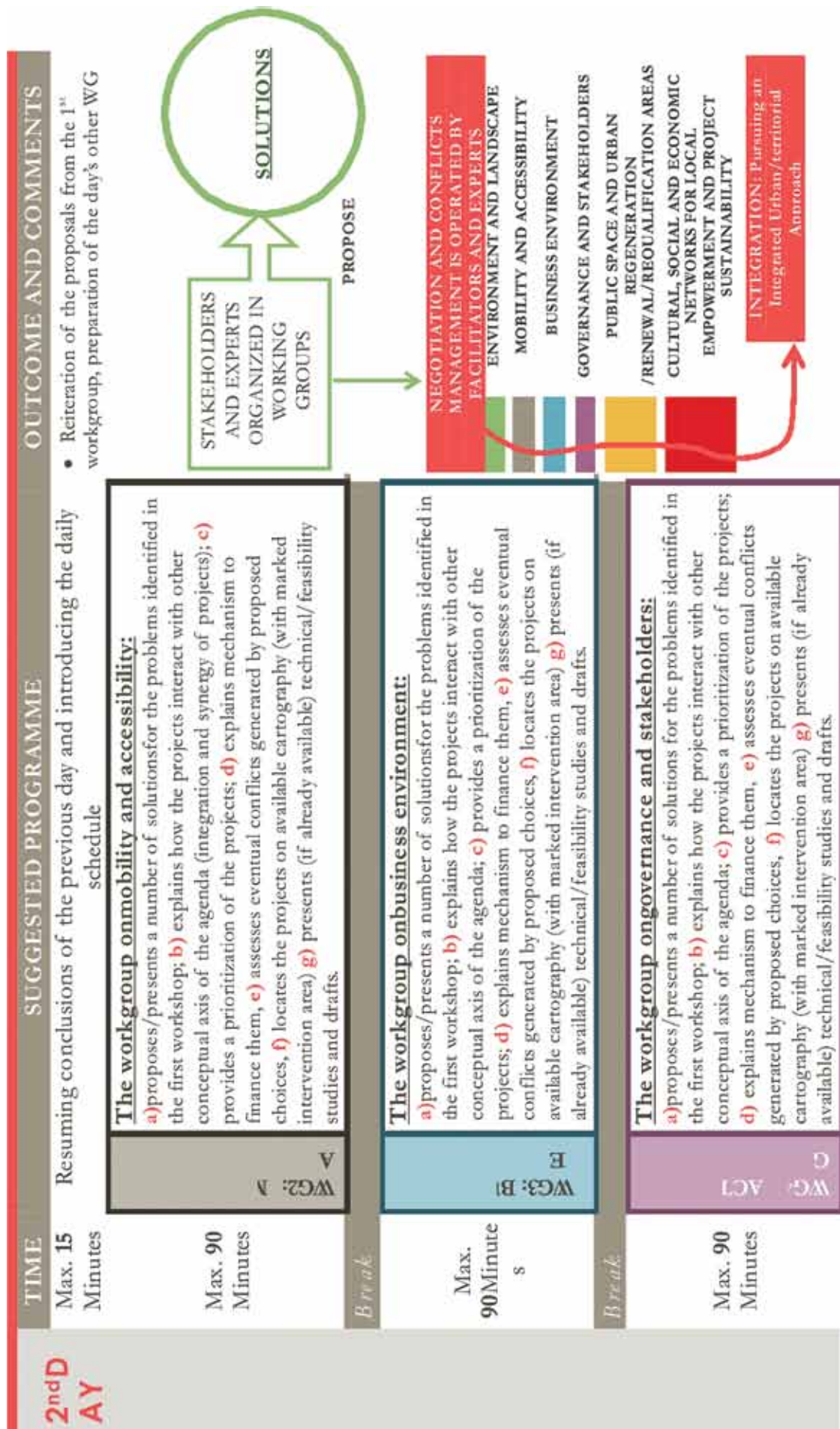



3 <sup>rd</sup> DAY		SUGGESTED PROGRAMME		OUTCOME AND COMMENTS	
TIME	Max. 15 Minutes	Resuming conclusions of the previous days and introducing the daily schedule		<ul style="list-style-type: none"> <li>• Reiteration of the findings from the 4 previous workgroups, preparation of the day's other WG</li> </ul>	
	Max. 90 Minutes	<b>Identifying public spaces and urban regeneration / renewal / requalification areas</b> <ul style="list-style-type: none"> <li>• Developing and modernizing public infrastructures/services, cultural heritage (historical center, diffused heritage), brownfields (industrial archeology) and abandoned areas, delimitating critical areas to regenerate, neighborhoods with socio-economic problems,</li> <li>• Defining a strategy for the use and role of public space (schools, cinemas, theatres, squares), launching new and innovative economies at neighborhood scale, social and cultural inclusion, etc.</li> </ul>		<p>A working group will be created for every conceptual axis structuring the Strategic Agenda:</p> <ul style="list-style-type: none"> <li>• Environment</li> <li>• Mobility and Accessibility</li> <li>• Business Environment</li> <li>• Governance</li> <li>• <b>Public Space and Urban Regeneration</b></li> <li>• <b>Networks for local empowerment</b></li> </ul>	
	Max. 90 Minutes	<b>Identifying cultural, social and economic networks for local empowerment and project sustainability:</b> <ul style="list-style-type: none"> <li>• Strategy for social inclusion, housing issues, minorities issues</li> <li>• Promotion of intercultural dialogue, cultural events, tourism;</li> <li>• Spatial segregation issues and more</li> </ul>		 <p><b>WORK GROUPS</b></p>	
	Max. 45 Minutes	Expert roundtable on emerged set of problems to face within (and with) the Agendas		<ul style="list-style-type: none"> <li>• The participating experts overview the problem raised during the working group and assess them</li> </ul>	
	Max. 45 Minutes	Drafting conclusions for all the three working days		<ul style="list-style-type: none"> <li>• Overview of the knowledge and perspective gained while working in the stakeholder groups</li> </ul>	
	Max. 30 Min.	Preparing / Introducing the 2 <sup>nd</sup> Workshop Activities			

# WORKSHOP 2 - Problem solving and prioritization

TIME	SUGGESTED PROGRAMME	OUTCOME AND COMMENTS
<b>1<sup>st</sup> DAY</b>		
Max. 20 Minutes	Welcome by the host institution	<ul style="list-style-type: none"> <li>Official start of the 2<sup>nd</sup> workshop days</li> </ul>
Max. 15 Minutes	Presentation of the <b>Workshop Objectives</b>	<ul style="list-style-type: none"> <li>The 2<sup>nd</sup> Workshop should provide prioritized solutions for the problems identified in the 1<sup>st</sup> one</li> </ul>
Max. 15 Minutes	Presentation of the <b>Workshop Agenda</b> for the three days	<ul style="list-style-type: none"> <li>Overview of the workshop's schedule and outputs</li> </ul>
Max. 5-10 Minutes	Introducing <b>new stakeholders</b>	<ul style="list-style-type: none"> <li>New stakeholders are included in the working groups, based on the priorities identified beforehand</li> </ul>
Max. 15 Minutes	Resuming the <b>conclusions of previous workshops</b> Presenting <b>draft reports</b> linked to the first round of WS	<ul style="list-style-type: none"> <li>Presenting conceptual axis workshop outcomes and the <b>Survey on Territorial Governance</b></li> </ul>
<i>Break</i>		
Max. 90 Minutes	<p><b>The workgroup on Environment and landscape:</b></p> <p>a) proposes/presents a number of solutions for the problems identified in the first workshop;</p> <p>b) explains how the projects interact with other conceptual axis of the agenda (integration and synergy of projects);</p> <p>c) provides a prioritization of the projects;</p> <p>d) explains mechanism to finance them;</p> <p>e) assesses eventual conflicts generated by proposed choices;</p> <p>f) locates the projects on available cartography (with marked area)</p> <p>g) presents (if available) technical/feasibility studies/drafts</p>	<p>A <b>working group</b> will be created for every conceptual axis structuring the Strategic Agenda:</p> <ul style="list-style-type: none"> <li><b>Environment</b></li> <li>Mobility and Accessibility</li> <li>Business Environment</li> <li>Governance</li> <li>Public Space and Urban Regeneration</li> <li>Networks for local empowerment</li> </ul>
Max. 45 Minutes	Drafting conclusions of the first working day	



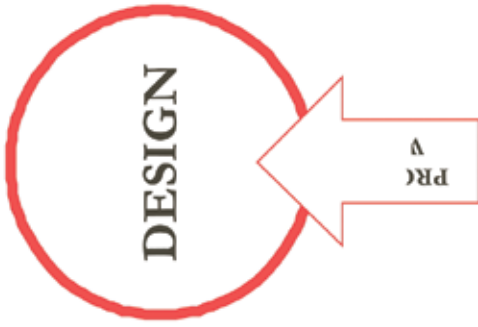


3 <sup>rd</sup> D AY		SUGGESTED PROGRAMME		OUTCOME AND COMMENTS	
TIME					
Max. 15 Minutes		Resuming conclusions of the previous days and introducing the daily schedule		<ul style="list-style-type: none"> <li>Reiteration of the findings from the 4 previous workshops, preparation of the day's other WG</li> </ul>	
Max. 90 Minutes	WC 8	<p><b>The workgroup on Public Space and Urban Areas:</b>  <b>a)</b> proposes/presents a number of solutions for the problems identified in the first workshop; <b>b)</b> explains how the projects interact with other conceptual axis of the agenda; <b>c)</b> provides a prioritization of the projects; <b>d)</b> explains mechanism to finance them; <b>e)</b> assesses eventual conflicts generated by proposed choices; <b>f)</b> locates the projects on available cartography (with marked intervention area) <b>g)</b> presents (if already available) technical/feasibility studies and drafts.</p>		<p>Every conceptual axis working group will critically assess solutions for the problems identified on:</p> <ul style="list-style-type: none"> <li><u>Environment</u></li> <li><u>Mobility and Accessibility</u></li> <li><u>Business Environment</u></li> <li><u>Governance</u></li> <li><u>Public Space and Urban Regeneration</u></li> <li><u>Networks for local empowerment</u></li> </ul> <p>Experts and facilitators will have the task of negotiating between the sectoral priorities and solving eventual conflicts of interest, while pursuing an integrated Urban/Territorial/Area-based Approach</p>	
Max. 90 minutes	WC 9	<p><b>The workgroup on cultural, social and economic networks for local empowerment and sustainability:</b>  <b>a)</b> proposes/presents a number of solutions for the problems identified in the first workshop; <b>b)</b> explains how the projects interact with other conceptual axis of the agenda; <b>c)</b> provides a prioritization of the projects; <b>d)</b> explains mechanism to finance them; <b>e)</b> assesses eventual conflicts generated by proposed choices; <b>f)</b> locates the projects on available cartography (with marked intervention area) <b>g)</b> presents (if already available) technical/feasibility studies and drafts.</p>		<p><b>6 WORK GROUPS</b></p>  <p><b>INTEGRATION &amp; NEGOTIATION</b> by experts</p>	
Max. 45 Minutes		Expert roundtable on the workgroup proposals, integration, interactions and arisen conflicts between them		<ul style="list-style-type: none"> <li>Putting together the outputs of the 2<sup>nd</sup> workshop</li> </ul>	
Max. 45 Minutes		Drafting conclusions for all the three working days		<ul style="list-style-type: none"> <li>Overview of the key findings on conceptual axes that will shape the Design Workshop</li> </ul>	
Max. 30 Min.		Preparing / Introducing the Design Workshop Activities			



# WORKSHOP 3 – DESIGNING THE STRATEGIC AGENDA

TIME	SUGGESTED PROGRAMME	OUTCOME AND COMMENTS
<b>1<sup>st</sup> DAY</b>		
Max. 20 Minutes	Welcome by the host institution	<ul style="list-style-type: none"> <li>Official start of the 3<sup>rd</sup> and last workshop</li> </ul>
Max. 45 Minutes	Presentation of the <b>Workshop Objectives</b>	<ul style="list-style-type: none"> <li>Infinal workshop, the Agenda is going to be finalized through the realization of a strategic plan (Textual report and Poster Plan) illustrating major urban / periurban / territorial conceptual developments</li> </ul>
Max. 15 Minutes	Presentation of the <b>Workshop Agenda</b> for the three days	<ul style="list-style-type: none"> <li>Overview of the workshop's schedule and outputs</li> </ul>
Max. 5-10 Minutes	Introducing <b>new stakeholders</b>	<ul style="list-style-type: none"> <li>New stakeholders are included in the working groups, based on the priorities identified beforehand</li> </ul>
Max. 30 Minutes	Resuming the <b>conclusions of previous workshops</b> Presenting <b>draft reports</b> linked to the first round of WS	<ul style="list-style-type: none"> <li>Presenting conceptual axis workgroup outcomes and the <b>Survey on Territorial Governance</b></li> </ul>
<i>Break</i>		
	<b>OPEN WORKSHOP WITH STAKEHOLDERS, DESIGNERS, TECHNICIANS, ARCHITECTS, TOWN PLANNERS</b>	
Rest of the weekday	<ul style="list-style-type: none"> <li>Starting the work on the actual Strategic Urban / territorial Agenda</li> <li>Unifying the achievements of Workshop 1 and Workshop 2, already fixed in previous due projects and reports. Putting them on a proper town planning representation</li> <li>Drafting a poster plan for the Agenda</li> <li>Gathering all elements to design a final document for the Strategic Agenda</li> </ul>	

TIME	SUGGESTED PROGRAMME	OUTCOME AND COMMENTS
2 <sup>nd</sup> DAY	<p><b>OPEN WORKSHOP WITH STAKEHOLDERS, DESIGNERS, TECHNICIANS, ARCHITECTS, TOWN PLANNERS</b></p> <ul style="list-style-type: none"> <li>Starting the work on the actual Strategic Urban / territorial Agenda</li> <li>Unifying the achievements of Workshop 1 and Workshop 2, already fixed in previous due projects and reports. Putting them on a proper town planning representation</li> <li>Drafting a poster plan for the Agenda</li> <li>Gathering all elements to design a final document for the Strategic Agenda</li> </ul>	
3 <sup>rd</sup> DAY	<p><b>POWERPOINT AND DRAFT MAPS EXHIBITION</b></p> <ul style="list-style-type: none"> <li>Presentation of a final Agenda Draft to hosting institution and stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>The final presentation of the Design Workshop outputs concludes the series of three local stakeholder workshops.</li> </ul>



# TOWN in Europe

*Loris Antonio Servillo*

The aim of the ESPON TOWN project (Servillo et al., 2014) was to construct 'new' knowledge about European small and medium sized towns (SMSTs), acknowledging that they are hardly considered subjects in research (Bell and Jayne, 2009) and policy agendas yet are recognisable in the everyday experience of European citizens and firms. Therefore, the TOWN research team designed and implemented a multi-method, multi-level research framework in order to tease out insights on the European town experience drawing on both qualitative and quantitative evidence.

The project shows that this size of urban settlements has an important role within the wider regional and functional context; hence, towns can indeed make an important contribution to supporting EU strategic policies such as the EU 2020 policy framework and for the achievement of territorial cohesion. In this sense, TOWN has sought to remedy the 'invisibility' of the territorial role of SMSTs and advocates the need for future thinking and policy development specifically tailored to towns across Europe (ECOVAST, 2013). It recognises that towns have their own specific 'urban' (territorial) capital and related territorial potentials that are embedded in wider global dynamics, albeit in specific spatial contexts in which the economic dynamics are "largely underpinned by a complex interplay of internal and external forces" (Courtney and Moseley, 2008, p. 315).

The logical structure of the project started with the identification and listing of urban settlements that can be considered SMSTs from a morphological perspective. Based on the methodological work of DG Regio and OECD (DG REGIO, 2011), the result shows that within the 87% of the EU 27 (plus partners) population, 46.3% lives in HDUCs (*High Density Urban Clusters*), while more that 38% lives in smaller settlements, further subdivided into different classes by finer population and density ranges (table 1). This important finding, which allowed the construction of a regional typology (Fig. 2), indicates that the traditional discourses on the urban shift of the global population (for a critique: Brenner and Schmid, 2013) neglect complex questions related to the fact that most of the EU population still lives in 'smaller' urban settlements. Therefore, a specific focus on it at EU level is not only a matter of policy relevance, but also of spatial justice.

The analysis shows that macro territorial dynamics are the most important determinant factors for regional performances of regions characterised by smaller settlements, which seem to experience less spatial inertia vis-à-vis larger-scale phenomena. At the same time national differences indicate that the specific configuration of urban systems and national policies matter. Together with these macro-scale phenomena, Fig. 3 shows evidences of macro/meso regional path dependency that can be seen both in wealthier areas of the central part of Europe (the Pentagon) and in other contexts (e.g. Eastern countries). The analysis reveals a general divergence in performances of regions characterised by smaller settlements in remote areas and those close to metropolitan areas/urban regions. While the former tend to exhibit negative trends, the latter are characterized by better performances. However, it is not a case of geographic determinism, but rather of regional dependency in which specific local strategies are still able to define specific trajectories. Moreover, under geographical and institutional conditions (a strong local sense of identity and degree of institutional and fiscal decentralisation enabling proactive strategies) it is possible that the activities rooted in such SMSTs are better able to resist metropolitan dominance by establishing processes of synergetic networking with larger urban areas. This may represent an example of 'borrowing-size' effect (Alonso, 1973; Meijers and Burger, 2010), according to which towns that are close to bigger urban areas are able to realise a 'virtual critical mass' in terms of accessibility to services and other urban characteristics.

The functional role of towns in the regional context is also one of the variables to understand their performances. The functional position of a micro-regional centre within its wider network of commuting flows (as autonomous, agglomerated or networked) has some influence in relation to changes in population and jobs for towns, in particular for the autonomous ones, which tend to present negative trends. At the same time the analysis did suggest that size mattered. Larger centres (mostly cities with population over 50,000) performed better in comparison with small and medium sized ones when it came to employment growth and population change. Even if it is not possible to prove it, we can suspect relationships with decades of policy attentions primarily dedicated to larger settlements.

In terms of socio-economic characteristics of the single towns, the data suggests that SMSTs are statistically different from larger cities (HDUCs). However, SMSTs from individual countries and regions are statistically different from SMSTs in other countries and regions, pointing to the fact that SMSTs are significantly influenced by their context (Servillo et al., 2014: p. 31). Therefore, even if the analysis suggested that SMSTs tend to exhibit specific features (e.g. having a greater proportion of Industrial employment and less in service sector, a lower proportion of working age adults with a degree, or higher proportion of school age children), a great diversity among SMSTs both within a national urban system as well as between national urban systems remains relevant.

Finally, the data suggests that the sectorial profile is important. Historically, for instance, towns have had some degree of competitive advantage in industrial employment (Massey, 1984). However, today this relative advantage may be problematic, as industrial employment (particularly manufacturing) has become increasingly subjected to global competition, delocalization, concentration towards main urban areas, etc. All the streams of analysis seem to confirm that those towns with a higher proportion of employment in industrial activities tend to have negative trends, revealing their fragility. This constitutes a major potential threat for many SMSTs. In policy terms, this requires that specific attention be given to the industrial sector and to the reformulation of territorial strategies and the diversification of economic structures, e.g. via (smart) innovation and the establishment of networked cooperation forms among towns. At the same time, valorisation of touristic sector, often combined with agro-industry, can represent a complementary strategy.

All in all, the socio-economic composition of a town itself and its inherent value within wider spatial context is an important distinguishing characteristic. It is reasonable to assume that the socio-economic performance of a town can be related to a range of factors which are a combination of geographic position, macro/regional trends, socio-economic specialisation, historical development and the ways in which these are understood by policy actors (i.e. their 'policy frames').

In policy term, given the wide variation between SMSTs across Europe and within countries, it is necessary to caution against the adoption of any simplistic 'one-size fits all approach'. It is neither possible nor desirable to rigidly prescribe a particular 'set of actions' because of the wide variety of regional situations and types of SMSTs. Only an in-depth analysis of the local economy can provide information on the type of local assets and of target groups (firms, new entrepreneurs, residents, commuters, tourists, etc.) that contribute to economic devel-

opment within a SMST context. This must constitute the basis of an integrated strategic approach that supports the factors relevant to the local economy and develops them in sustainable ways (through various forms of support such as investment in the relevant infrastructure, provision of incentives, collaboration between relevant/complimentary sectors, taking care not to overdevelop in ways that threaten environmental and amenity values, etc.).

This requires a combination of local actions and regional co-ordination and support. Firstly, bundles of policies should be deployed at local level, with associated forms of governance that provide a sense of 'local ownership' – avoiding though too much 'inward looking'. However, many of the case study towns showed problems in terms of 'capacity to act' (mobilisation). The propensity to 'innovate' and activate strategies rooted in local milieu does not take place in all SMSTs: Secondly, and consequently, regional levels should enable cooperation and provide the policy context within which to develop tailored policies. Since our evidence shows that meso/regional trends are significant, it is necessary to develop policy bundles tailored to specific functional territories rather than relying on a single local authority's initiatives, which the risk of being ineffective.

In this framework, spatial planners need to work with regional and local stakeholders to create a shared vision of where territorial development is going and then allocate investment (e.g. in infrastructure) to support that vision. This will need to be a nuanced vision encompassing the territory as whole but also sub-regions based on the functional complementarities of SMSTs and larger urban areas.

To this purpose, our case studies revealed considerable variation in the capacity/willingness of towns to engage in collaborative/cooperative actions with other proximate SMSTs in terms of developing common projects (other than for basic services such as waste collection and water) and sharing of services (e.g. education and health care) or even more strategic issues (location of supra-local services, development strategies, etc.). What tended to be lacking is a multi-scalar integrated vision, embedded in a wider region which could frame a long-term development process of benefit to all relevant SMSTs. Developing such a 'vision' will need to be a collaborative venture involving regional and local actors who can work together in partnership (see OECD, 2013; Pucher et al., 2012).

Forms of cooperation between local authorities at the scale of the micro region should be encouraged, as they can help to ameliorate wider changes in the spatial distribution of activities and services. This is particularly important at a time when many countries and localities are experiencing significant

reductions in public expenditure. Initiatives such as the community led local development programme (CLLD) recently launched by the European Commission, based on the experience of LEADER but with the intention to overcome the traditional distinction between rural and urban programmes

seems to move in the right direction. It represents a challenge to innovate through bottom-up dynamics and integrated vision of territories. The following years will be crucial in understanding the limits and potentialities of this approach, not only at EU but in particular at national/regional levels.

Table 1. Main statistics about different settlement types. (Source: Servillo et al., 2014)

Classes	Delimitation criteria	Count	Av. Pop	Av. Sq. km	Av. Density	Total pop. in this class	as % of ESPON space*
High-density Urban Clusters (HDUC)	Pop. > 50,000	850	275,476.10	92.3	2,927.10	234,154,670	46.3%
	Pop. Density > 1,500 inh./km <sup>2</sup>						
Large SMST	Pop > 50,000	100	132,331.4	101.8	1,299.6	13,233,142	2.6%
	Pop. Density < 1,500 inh./km <sup>2</sup>						
Medium SMST	25,000 < Pop < 50,000	966	35,162.90	19.7	2,060.59	33,967,357	6.7%
	Pop. Density > 300 inh./km <sup>2</sup>						
Small SMST	5,000 < Pop < 25,000	7348	10,241.50	7.6	1,470.09	75,254,510	14.9%
	Pop. Density > 300 inh./km <sup>2</sup>						
Very Small Towns (VST)	Pop. < 5,000	69,043	1,193.10	1.7	699.3	82,376,586	16.3%
	Pop. Density > 300 inh./km <sup>2</sup>						

\* including EU 27+ Iceland, Norway, Lichtenstein, Switzerland.

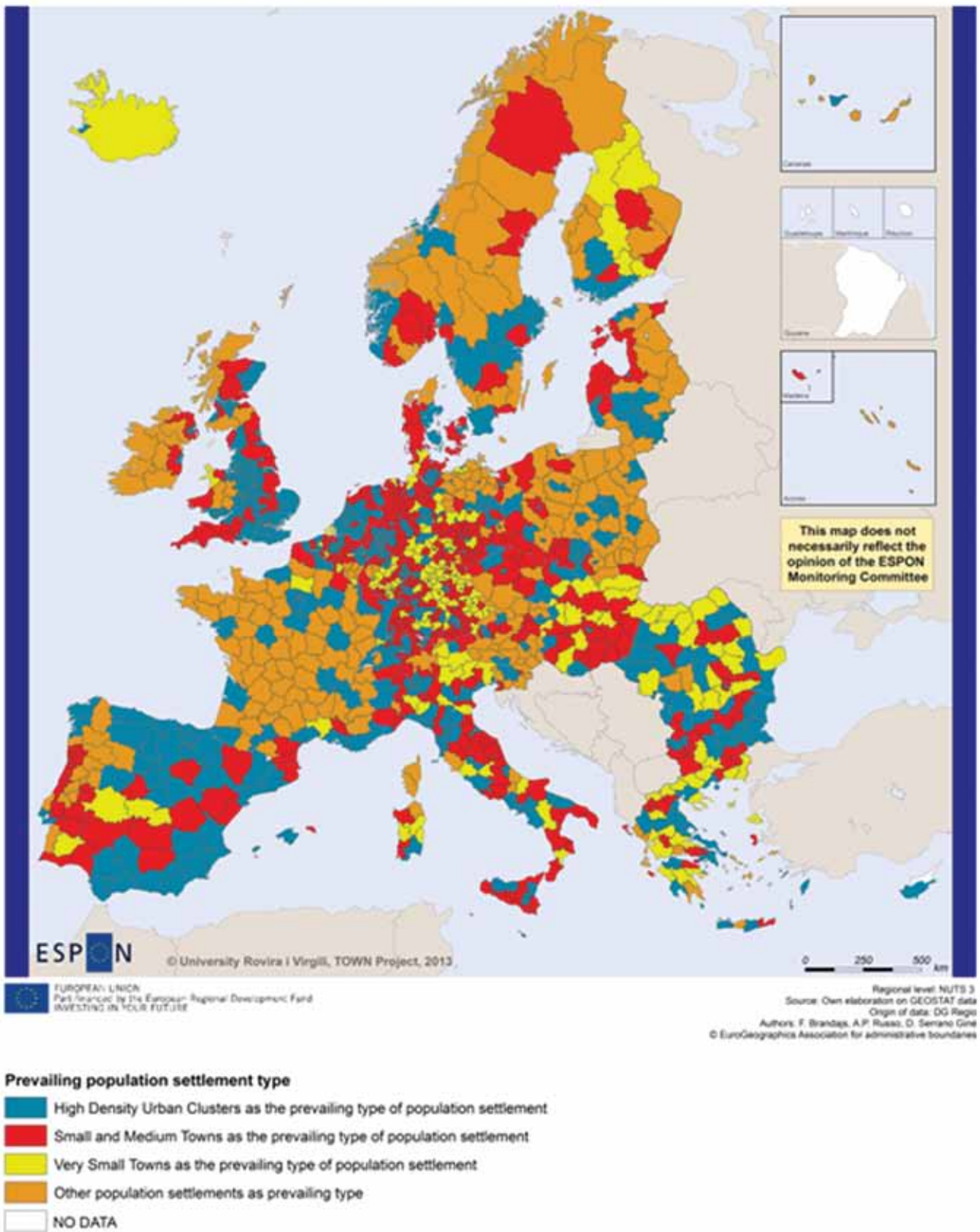


Fig. 2: TOWN regional typology (Source: Servillo et al., 2014)



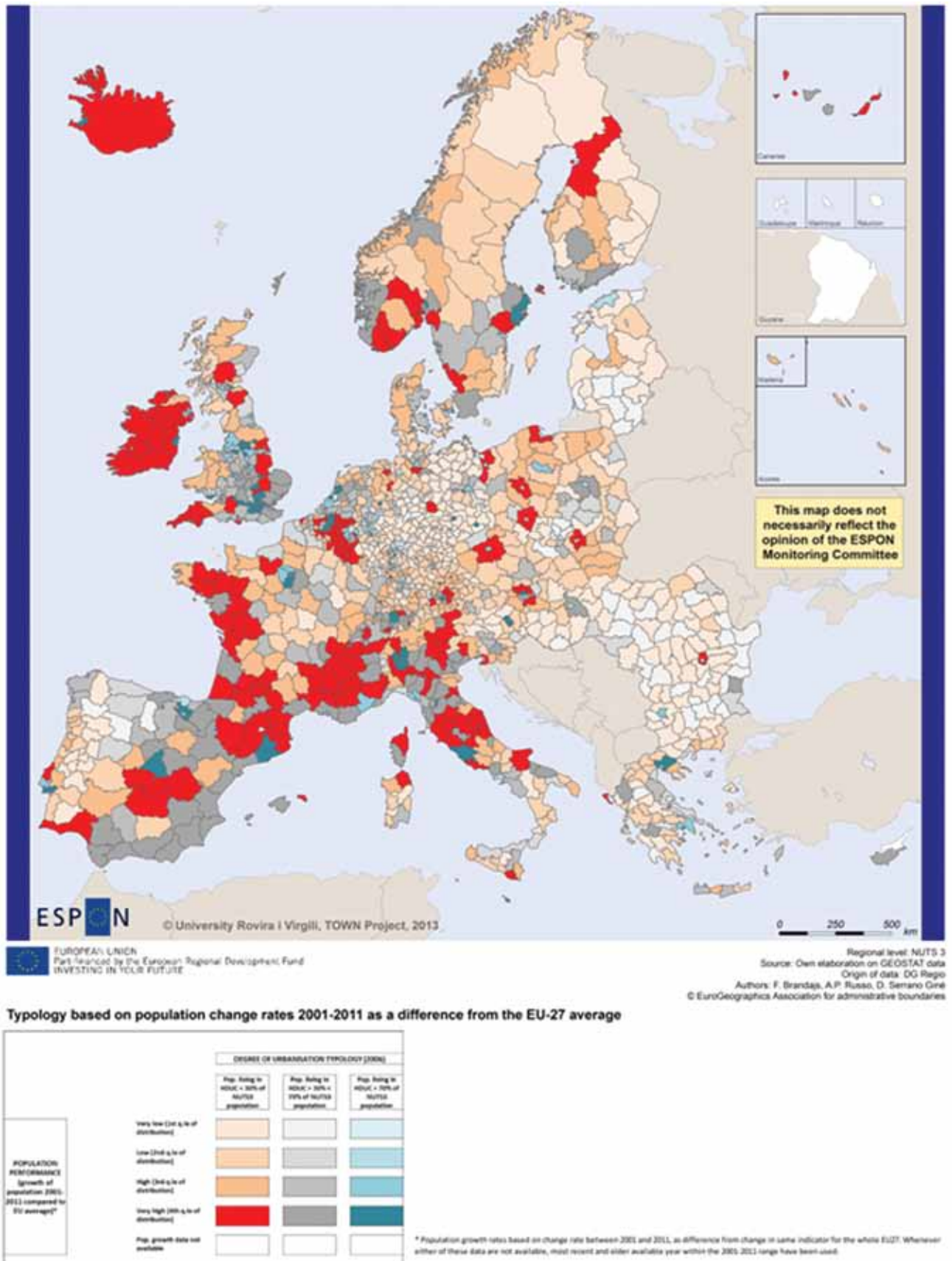


Fig. 3: Population change rate 2001-2011 and regional typology (Source: Servillo et al., 2014)

# PUBLIC INVESTMENTS IN POST-CRISIS CITIES; CHALLENGES, EU FUNDS AND TOOLS FOR DECISION MAKERS

*Joep de Roo*

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In the face of relative decline of European nation states, it seems that EU cities become more empowered on local economic-territorial policies and investments. This decentralisation process requires skilled urban decision makers. What are the global and local challenges that influence urban decision makers? What conditions and instruments are relevant for local urban decision makers?

## Planning challenges for local authorities

Cities are constantly in development and transition. Urban and regional authorities have to make investment decisions to facilitate growth, decline or transition. This is not an easy task because there are many factors that influence these investment decisions. Local authorities, faced with scarce public funds and human resources, have to take many factors into consideration when they plan their investments. Cities in so-called cohesion areas are often still in the process of investing in basic infrastructures such as roads, sewerage, water and electricity networks. Besides providing for the basic infrastructure, national authorities are faced with the task to comply with European 2020 targets in the field of energy efficiency, CO<sub>2</sub> reduction and use of renewables. Measures to reach these targets are often delegated to city and regional authorities. Citizens are also becoming more active and informed and request progress in standards related to accessibility, traffic congestions, public space, fresh air etc. The question is: which investment has priority? Is it wise to invest in a ring road for a city or does the revitalization of productive areas have priority?

This is a difficult question reflected by many local development strategies which often contain a large list of projects with no particular prioritization. No decision is made on the preferred order of implementation of the projects. The prioritization is often determined by the external funding possibilities of the projects. The economic and financial crises of the past 6 years have further depleted financial means and put an even bigger stress on the development decisions of local authorities. On average, public investment in the EU declined by 20% in real terms between 2008 and 2013, and in Greece, Spain and Ireland by over 60%. In the EU 12 countries (the countries

which joined in 2004 and 2007) it fell by 32%. And given that local and regional governments in the EU are responsible for almost two thirds of all public investments, the impact on urban and regional decision makers has been substantial (Panorama, 2014, p. 11).

## Europe to the rescue, too

Europe has a large influence on public investments in its territories. The crisis has led to increased reliance on cohesion policy to finance growth-enhancing investment. Between 2010 and 2012, cohesion policy funding was equivalent to 21% of public investment in the EU as a whole. In the Cohesion countries taken together it represented 57%. Without this funding, public investment in the less developed Member States would have declined even further (Panorama, 2014, p. 11).

The Europe 2020 strategy was developed to help tackle some of the major issues that Europe faces, such as declining competitiveness, global warming, social polarization and demographic change. The eleven thematic objectives of the Common Provision Regulation have been designed to ensure that the European Structural and Investment Funds focus on resources on the most pressing issues. Forced by economic crises and international competition, European countries now face the challenge to innovate and create new jobs.

However, the economic crises helped facilitate the introduction of new cohesion policy mind-set. The previous EU commissioner for regional policy, Johannes Hahn, said: 'Due to the financial constraints authorities at all levels in Member States have had to focus hard on budgets and think about their priorities. Most have realized that things couldn't go on as before. This is exactly the approach and discipline that is now required in cohesion policy where Member States have to take a hard look at their objectives and priorities and decide where resources can best be invested.' The new buzzwords which are now closely associated with the reformed cohesion policy, are *results-orientation, performance, targets, objectives, deliverables* (Panorama, 2014, p. 4).

For implementation of public investments, especially in Cohesion policy countries, European support in public investments remains necessary. However, as stipulated by the European Commission, local authorities should also make use of more endogenous possibilities to finance and implement public investments on innovation and growth. Some of these tools come from the European Union itself, like Community Led Local Development, and some come from other institutions in Europe that, often inspired by an absence of (cohesion) funds, started experimenting on different forms of funding public investments.

## Community Led Local Development: a good instrument for Small and Medium Sized Cities

When it comes to implementation of economic-territorial development projects, there are a lot of valuable lessons to be learned from the Community-Led Local Development strategies that have been part of the European structural funds tools for the last two decades. This instrument is most efficient for areas ranging between 10,000 and 150,000 inhabitants. Urban CLLD's can be used as a tool for bottom-up actions contributing to integrated urban development and be part of the sectoral policies and urban development strategies that are co-funded with EU structural funds.

As such it fits well with development purposes for small and medium sized cities. *'Urban CLLD opens up enormous potential for addressing specific challenges in cities and for exploiting the untapped potential of citizens, enterprises and civil society to make a contribution to development. In the past, many bottom-up approaches in urban areas had a strong focus on economic development and social inclusion. This is a relevant focus which is likely to continue but new approaches to community management of open space, housing, sustainable food and local energy production and distribution are also likely to emerge. As a result, society is already responding in a number of ways – for example, by new more socially and territorially rooted forms of entrepreneurship, through various forms of self-help and collective forms of mobilizing community assets, by improving short circuits and exploring local and community-based responses to climate change.'*

*Urban CLLD can complement any of these integrated urban development approaches for example through working at the neighbourhood level as part of a wider urban strategy and it can enhance the reach of sectoral approaches. Urban CLLD can be used to bring together actions funded under ERDF and ESF in a more integrated way, for example in supporting the regeneration of urban neighbourhoods through investments in infrastructure combined with education and employment measures, or childcare*

*infrastructure and access to training and work for young parents in a neighbourhood.*

*In the 2014–2020 period urban CLLD is likely to be used across a wide range of thematic objectives. It may be used to reduce CO2 in neighbourhoods, to generate energy, to develop a sharing and more circular economy, to integrate migrants and build social cohesion, to create local jobs, to tackle homelessness, to tackle drug dealing and street crime, to improve health and wellbeing, to create and manage parks and allotments and to grow food. These are just some of the possible strategic focus that local groups may take. Often, after starting with a focus on one aspect, the local group will expand its ambition and take on new challenges' (Guidance on Community-Led Local Development for Local Actors, 2014, p. 19-20).*

## Conditions and tools for investment decisions

Planning, prioritizing and implementing investment projects are influenced by local traditions and regulations. In the context of decentralization and increasing empowerment of local communities, urban decision makers could work on the conditions for successful urban investments.

A primary condition for development is that there is a certain degree of ambition with the key decision makers and stakeholders. There needs to be a potential in the area and the development ideas should be feasible. Many things are possible nowadays, but it is essential that city decision makers focus on the project ideas that score high on those three elements.

A second condition is the willingness to build partnerships and work on trust relationships between stakeholders. If there is no trust between potential project partners, then it is almost impossible to set up a business case or implementation structure. Many former communist countries can be characterized as low-trust societies. There is no recent history or tradition of cooperation between organisations and this can be considered as a serious obstacle towards implementation of complex, cross cutting projects.

A third condition is that the input for decision makers is accurate and transparent. Decision makers should be as open as possible to the wider public in the aspects that they have taken into consideration for their investment decisions. Therefore, for every large scale investment project it is necessary that accurate cost-benefit analyses and ex-ante evaluations are being executed. The business case, risks, cost-effectiveness and financial feasibility should be carefully assessed. Next to technical and financial feasibility and effects on welfare, economics and

finance, also the impacts on social aspects and environment should be taken into close consideration.

Next to the conditions for sound investments it is important to look at organisational capacity and financial modelling of the investments.

At different levels it is essential that well functioning organisational structures are developed, which are able to manage and implement the necessary investments. The organisational structures should be in line with the content of the project and fit the dynamism of the partnership. There are endless organisational structures possible, ranging from public-private partnerships to fully private led investment models. A golden rule is that structure should follow content. Not the other way around. Many cities make mistakes to build large bureaucratic institutions while more agile and flexible organisations often can generate more dynamism in projects. The condition of trust is very relevant in determining the proper organisational structure.

When it comes to funding and financing, next to the more straightforward EU models such as subsidies and guarantees, city decision makers should also take financial instruments such as revolving funds, value capturing and crowd funding into consideration. In the north western part of Europe, un-

der the pressure of the crisis and shrinking budgets, cities have developed some experience in these models. As part of the process towards becoming self-supporting cities in transition, these models should be used more in the south eastern part of the EU as well.

## Conclusion

European urban and regional decisionmakers are facing difficult global challenges. The manoeuvrability for local decision makers on those challenges is still limited but there is a trend towards increasing influence of local authorities. The European Union has many tools and subsidies in place that can support local authorities in making the right decisions and investing in the right agendas. Next to the EU, there are best practices from other parts of Europe on how to stimulate public investments in the face of crisis and affected budgets. The STATUS project has supported ten cities in South East Europe in setting integrated development agendas, urban task forces and urban centres. Now these cities should take the next step in creating the right conditions for investment and use proven and new models for public investments. This will help cities in becoming self-supporting and less dependent on exterior funds. In the end this is good for these cities as well as for the European Community.



# EU 2014–2020 INSTRUMENTS FOR URBAN AREAS: A CRITICAL OVERVIEW OF STATUS SEE COUNTRIES PARTNERSHIP AGREEMENTS

*Sabina Dimitriu*

## Instruments

Building upon experience has always been an integral part of regional development in the European framework. At the end of 2014, the European Commission introduced a new set of rules and legislation in the aim of optimizing and simplifying the use of financial instruments for the 2014–2020 period. An integration measure, this allowed delivery of the five EU financial instruments under the common „European Structural and Investment Funds” (ESIF). Effectively changing the way the EU budget is spent, this measure also introduced the concept of bilateral Partnership Agreements (PA) between the Member States (MS) and the EC, strategic investment plans outlining the programming and delivery of funds in the 2014–2020 Multiannual Financial Framework for each country (EU, Regulation No. 1303/2013).

Currently all approved, the 28 PAs deliver the Member States’ strategic context of intervention under the principle of thematic concentration, further detailed in the Operational Plans. Equally important, they also provide a framework for the use of two new, innovative tools which the countries now have at their disposal for the next 7 years: Integrated Territorial Investments (ITI) and Community-Led Local Development (CLLD). This paper analyzes the STATUS Project Member States’ choices in regards to using European instruments for the development of urban areas, as described in their Partnership Agreements.

## Relevance of PA instruments for STATUS Strategic Agendas and beyond

The STATUS Project represents a test bed for participatory, integrated area-based strategies for urban areas, deployed in the SEE MS *Romania, Italy, Greece* and *Austria (decommitted)*, with support from *Slovenia*. It creates development strategies for 3rd and 4th tier cities and regions, focusing cohesion policy resources on performance-yielding interventions, cooperation

and fund integration. With the partners’ Strategic Agendas finalized concomitantly with the approval of the respective Partnership Agreements, the question arises on how the framework for the next programming period is going to support implementation of these integrated portfolios.

When speaking about *urban areas*, territorial dimension is equally important to thematic concentration. The strong sectorial approach of the Cohesion Policy illustrated in the 11 Thematic Objectives may distract attention from local differences in needs and potentials. New instruments ITI and CLLD represent a counterbalance, especially in convergence regions, by shifting focus to the real territorial needs. A minimum of 5% of the ERDF resources for each MS are expected to be invested in the implementation of integrated strategies for sustainable urban development, and it is up to the countries to define if and how they will use the above tools. Analyzing their Partnership Agreements can provide a good answer to whether the STATUS partners can rely on the necessary support for successfully implementing their area-based strategies.

## Partnership Agreement framework in the five SEE STATUS countries

While Austria has just one region phasing out of convergence and a GDP per capita 129% of the EU average (Eurostat, 2013), other countries of STATUS face higher mountains to climb in 2014–2020. A recurring pattern in the EC’s Position Papers on Italy, Romania, Greece and Slovenia is the need to focus on the challenges related to low competitiveness, low labor market participation and inefficient use of resources. Small and middle-sized cities experience these challenges stronger than first-tier ones; for countries with a strong infrastructure focus in the last programming period though (a pattern in the SEE), this implied thematic concentration will be difficult to put into practice.

**Italy** will focus its allotted €32.2 billion for Cohesion Policy into 11 National Programmes and a total of 39 Regional Programmes for its 21 regions (since some ERDF and ESF programmes will be separated).

Its strategic approach is articulated with all 11 Thematic Objectives, but concentrating mostly on measures to support real economy, sustainable growth, investment in people and reduction of territorial disparities (N-S, Internal Areas). As such, by far the largest fund share (€7.9 billion) is dedicated to the *competitiveness of SME's, agriculture, fisheries and aquaculture* (TO3), followed by *investments in environment protection and resource efficiency* (TO6) and *employment and labor mobility* (TO8). Integrated territorial development is pursued through a thematic approach to integration, favoring fund concentration, avoiding generalist spatial plans and developing a framework for territorial transformation “governed completely by the public” (EC, 2014).

Italy implements the CLLD instrument, through which LAGs will choose thematic areas of intervention from a predefined list with a strong economic, social innovation and inclusion, touristic and “smart” focus. Regional Operational Plans will identify eligible territories (10,000–150,000 inhabitants) in which Action Plans focusing on a maximum of 3 areas of intervention will be developed and funded (€1–12 million, depending on type and fund).

General principles are laid down for the use of 5% of ERDF funding in Integrated Territorial Investments, considered useful especially for *integrated programming in Internal* (uneasily accessible) Areas. Lastly, Sustainable Urban Development will focus on: a) redevelopment and expansion of urban services through investment plans for improving network infrastructure and public services in urban areas; b) social inclusion, c) strengthening the local segments of global production chains.

**Greece** will receive a total of €15.52 billion in Cohesion Policy funding and €4.2 billion for rural development (EC, 23 May 2014). Given its difficult position, the country adopted all 11 Thematic Objectives, prioritizing them in a similar manner to Italy. The main foci of the Greek PA for the 2014–2020 are thus the *enhancement of competitiveness, quality entrepreneurship and peak innovation growth* (TO3), *development and use of human resource skills* (TO8) *protection and transition to an economy-friendly environment* (TO6). However, financial allotment of ESIF ranks first for environment, second for sustainable transport and third for competitiveness of SMEs.

With regard to Integrated Territorial Development, following the Kallikratis Plan (L.3852/2010) and decentralization of the administration into fully self-governed regions and mu-

nicipalities, Greece is now in an interesting position. Specific strategies for the new regions are set out and Regional Operational Programmes have the liberty of choosing the tools with which to implement their strategies (CLLD, Sustainable Urban Development and ITI).

CLLD will be implemented following the EC's regulations, focusing on rural (mostly insular) and deprived urban areas, but also having a particular focus towards urban-rural relationship, suburban areas and the promotion of the “compact city”, a recurring theme in the STATUS project.

ITI are considered growth and recovery engines for the regions and will focus on competitiveness, R&I, entrepreneurship, reconciliation of intra-regional disparities and measures against disorganized urban development. Given Greece's decentralization, delivery will be assured both through regional as well as national initiative, depending on territory type. Specifically for urban areas, all the above will be pursued in:

- Zoning Application Areas or areas specifically identified for urban renewal in the Regional Frameworks for Spatial Planning or local planning documents;
- Areas defined by General or Zoning Urban Plans exceeding 10,000 inhabitants;
- Areas facing severe challenges, deindustrialization zones, urban poverty pockets, areas of land use change, etc.

**Romania** will receive €23 billion in Cohesion Policy funding, €8 billion for rural development and €168 million for fisheries and maritime sector (EC, 6 August 2014). Its investment priorities are grouped under 5 pillars, with *Competitiveness and local development*, *People and society* and *Infrastructure* as the top three. Judging by funding though, by far the most resources are allotted to transport (TO 7 – €8 billion), followed by environment and resource efficiency (TO 6) and the shift towards low-carbon economy (TO4), all objectives part of the *Sustainable Growth* priority. Essentially, Romania is continuing the trend of heavy infrastructure investment.

CLLD is going to be implemented in the following:

- Rural areas, through LEADER and strictly under the Rural Development Plan, supporting mostly employment and labor mobility (exclusively EAFRD funded);
- Deprived areas within urban centers, increasing social inclusion and reducing poverty (multi-fund, ERDF and ESF);
- Fisheries and coastal areas, for strengthening the link between the primary sector and R&I and for promotion of new sources of income;

Peculiarly, Romania's choice in what concerns ITI will be limited to the Danube Delta Biosphere Reserve, in detriment of

potentially more performance-yielding multi-fund approaches for increasing competitiveness. Lastly, Sustainable Urban Development under a priority axis in the Regional Operational Programme will continue to finance Romania's 7 Growth Poles (2nd tier cities), while also supporting integrated development in smaller urban areas through a competition process of best local strategies, an innovative measure ensuring most effective expenditure and also prioritization of projects within the winning strategies across other OPs as well (a more unusual option for a multi-fund approach).

As a country with a single region phasing out of convergence, **Austria** will receive €1.24 billion in Cohesion Policy funding, under a single Managing Authority. The country will co-finance investments under 9 of the 11 TO, prioritizing environment and resource efficiency, climate change adaptation, innovation and competitiveness, social inclusion. All identified priorities are in line with the challenges pointed out by the Commission in its position paper on Austria (EC, 2012).

Future LEADER measures will be devised as CLLD in the future, and a cross-border "Dolomiti Live" CLLD with Italy is already prioritized. There is however no indication of CLLD use in cities, and while the country has chosen not to use the ITI in 2014–2020, it indicates a reluctance to implement fund integration instruments. This is further apparent in their Sustainable Urban Development approach, sectorial by thematic concentration ("Smart cities", cities with large CO<sub>2</sub> emissions, cities with social inclusion problems and transport development in Functional Urban Areas).

**Slovenia** will receive a total of €4.12 billion for 2014–2020, of which €3.23 in Cohesion Policy funding (EC, 30 Oct 2014).

The country will concentrate 80 % of the ERDF funds on RDI, competitiveness, ICT and low-carbon society (TO 1, 3 and 4) and 70% of the ESF funds on employment and lifelong learning (TO 8 and 10). Compensating for the last programming period, implementation of CLLD will be carried out in aquaculture areas with priority.

ITI will be a tool for cities, used for Sustainable Urban Development, and will be allotted 6.19% of ERDF funding. The prerequisite for funding will be a strategy prepared by the selected urban areas:

- Centers of international importance
- Centers of 5 selected wider urban areas
- Centers of national importance with air quality issues, or above 20,000 inhabitants

## Common views, differences and elements of innovation

The preparation process of these strategic investment plans has been built upon the partnership principle, leading to a closer multilevel cooperation within Member States. In some countries such as Italy, this has led to institutional reforms and paradigm shifts, as countries needed to balance top-down and bottom-up processes while trying to provide a better framework for accelerated resource expenditure (DG Internal Policies, 2014).

As an element of novelty, Member States were given the opportunity to create *multi-funded Operational Programmes* by combining ERDF, ESF and CF. For most of them, this meant important changes from the 2007–2013 period and a reprogramming of their OPs. Leading the change, Greece introduced 16 multi-funded OPs out of 19 and Italy 6 out of 11. In other countries such as Romania, the Partnership Agreements are still evasive on how ESIF will integrate in the Operational Programmes, while Austria mostly avoided fund integrators, even with the more simplified delivery system that the EC proposed.

Important opportunities for SEE cities, the *Innovative Actions* (IA) in the area of sustainable urban development are allotted €330 million for experimental demonstration projects, within all 11 Thematic Objectives. However, only Austria makes mention of using IA for Smart Cities pilot projects, while the other three analyzed Partnership Agreements contain no proposals for any area-based pilot demonstrators.

CLLD represents a tool taken up by all five countries, detailed descriptions of its use being provided by the Partnership Agreements. While Austria and Slovenia have concentrated their efforts in rural areas, the other PA envision the creation of place-based strategies in urban areas for social inclusion and economic redevelopment (RO, IT), strengthening also urban-rural links and promoting a "compact city" vision (GR).

While CLLD can be rather easily identified with LEADER and its implementation relies partly on previous experience (with LAGs as a stepping stone), ITI represent new concepts. Considered the conduits for sustainable urban development, they have – to date – not had the same uptake as CLLD. Austria has decided not to use them, Romania has narrowed down their application to a single, mostly rural site (the Danube Delta Biosphere Reservation) and Italy has not provided much detail regarding their application, apart from an intention to focus mostly on the *Aree Interne*. Out of the five STATUS countries, only Greece and Slovenia provide a clear picture

of ITI use in strategic, integrated urban development and the creation of competitive urban areas.

Greece and Slovenia have had a structured approach to Sustainable Urban Development, promoting place-based integration and concentrating funds territorially (in selected urban centers and areas) rather than thematically. Italy and Romania supported the same principle, albeit prioritizing urban infrastructure, social inclusion and production (IT) or transport, environment and energy (RO) in urban areas.

In Romania, an innovative approach has been the selection of small and middle-sized cities for SUD funding by competition and not through a pre-selection process (SI, GR). This could yield to a much-needed increase in quality of planning documents and, in the long run, to making a methodology similar to STATUS the norm in this SEE country.

## Conclusions and perspectives

The STATUS main territorial member state partners (RO, IT, GR) are three of the countries which have chosen to focus on all of the 11 Thematic Objectives, albeit not with the same prioritization. They are also the three largest countries in the SEE, currently facing real challenges in unemployment, social polarization, lack of competitiveness in the productive economy and lack of performance in administration.

These crisis effects have a resounding impact on the state of development of middle-sized cities, especially the economic factors – which might determine investors to choose larger,

more attractive cities in their detriment. The current tools set aside by the EC for urban areas could be the answer to stagnating state of local development, but not all of the above countries have chosen to use them at their full potential.

Integration has been the buzzword so far for the 2014–2020 programming period, and in practice the accent has been put on the integration of funds and subsequent territorial approach, balancing out the thematic concentration which was sectorial by design. Yet the dominant focus on Thematic Objectives in most analyzed PAs is a pitfall which risks distracting the countries from the territorial dimension. Given what can be qualified as reluctance of using the new instruments for urban areas (RO, AT, IT), this issue may initially hinder an approach tailored to territorial needs and potentials, and thus the implementation of future STATUS-like projects at national level.

However, there is also an immense opportunity for urban development in the new programming period, evident from the screening of PAs and even more apparent in the new Operational Programmes in preparation. The funds are there (for most countries) and the tools are waiting to be used. It's just a matter of adapting to change and addressing real local needs with the most suitable instruments. Judging by the success the Partnership Agreements in themselves have been, promoting transversal cooperation and changing the way state institutions work for developing the territory, one might say sustainable, integrated development in urban areas has a promising future in the next 7 years.



# A COMPARATIVE OVERVIEW OF MAJOR URBAN AND TERRITORIAL ISSUES IN THE STATUS PARTNERSHIP

Barbara Mušič, Boštjan Cotič

## Partnership of the STATUS Project

The STATUS project was, through its proper integrated territorial approach, tackling the problems of incoherent urban and regional development in South East Europe and neighbouring countries by developing strategic territorial agendas as a basic platform for the territorial development of involved territories. These agendas were meant to help the territories face the challenges of competitiveness and quality of life issues.

The STATUS project partnership consists of the core content group, technical partner (Fundazione Graphitech from Italy) and ten territorial partners from EU and non-EU countries coming from different administrative levels – Baia Mare (Romania) from metropolitan area level, Abruzzo (Italy) and Foggia (Italy) from regional level and seven territorial partners from municipal level (Alba Iulia and Satu Mare from Romania, Kavala and Drama from Greece, Herceg Novi from Montenegro, Temerin from Serbia and Bali from Moldova), of which the Municipality of Kavala (Greece) represented the lead partner of STATUS project supported by EURODITE (Romania). URBASOFIA (Romania) as a content manager and the Urban Planning Institute of the Republic of Slovenia (UIRS) and Institute CEIT Alanova (Austria) as scientific partners were representing the core content group of the STATUS project responsible for guiding, teaching and supporting territorial partners by providing methodologies, guidelines and best practices examples in order to achieve the goals of the STATUS project. Throughout its overall process, the STATUS project was supported by external experts coming from professional institutions and networks such as International Federation for Housing and Planning (IFHP), International Urban Development Association (INTA) and International Society of City and Regional Planners (ISOCARP).

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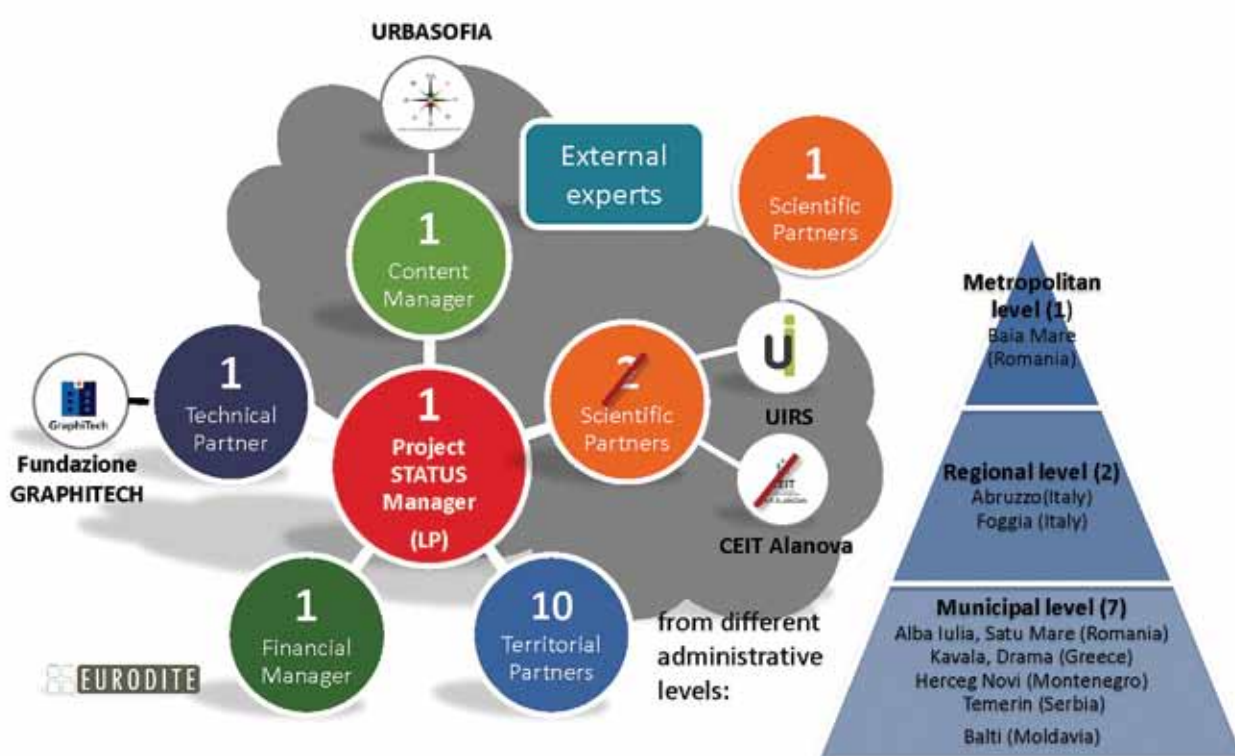


Fig. 4: General structure of the STATUS Partnership (source: Barbara Mušič, UIRS)

As in many other EU projects, it is impossible to predict certain situations, especially those related to the political decisions of involved project partners. The STATUS project wasn't an exception in these terms. On one side we had to face negative impacts of the consequences from changing the lead partner, followed by the change of the partner in the Municipality of Drama and, in the middle of the project, the withdrawal of two partners, CEIT Alanova (Austria) as a scientific partner and the Municipality of Schwechat (Austria) as a territorial partner. On the other side, a positive impact on the project was the completion of the partnership with the Municipality of Balti (Moldova) which showed a big interest in the STATUS project.

## Operational Analysis, Policies and Plans of Territorial Partner's Areas

### *Operational analysis*

Different methods and tools were used in the analytical part of the project, with the main aim to achieve a more in-depth knowledge of the state-of-the-art of major urban issues of all territorial partners. The latter have provided a very heterogenic palette of urban issues and different scales of areas of intervention on which they focused in the process of designing their Strategic/ Urban Territorial Agendas. Most of them, Kavala (Greece), Alba Iulia (Romania), Satu Mare (Romania), Herceg Novi (Montenegro) and Temerin (Serbia), decided to design their strategic/urban agendas on the territory of their municipality, Abruzzo (Italy) on the territory of the Tordino district area, Baia Mare (Romania) on the territory of its metropolitan area and Foggia (Italy) on a very specific area, the corridor called "traturro" (>Pescasseroli-Candela Traturro<) passing five municipalities. Two territorial partners already decided to develop their agendas with special attention on smaller, detailed areas – Baia Mare (RO) on the first inner development ring of Baia Mare Metropolitan Area and the Municipality of Kavala (Greece) on three areas: the old City of Kavala and two smaller ones outside the city, in the area of Krinides comprising the archaeological site of Philippi and the mud baths.

Analysis criteria of territorial partners were in general adjusted to strategic, urban and sustainable development. Many of them were analyzing the state of development of their areas of intervention through the state of economic, social, infrastructural, research and technological, institutional and environmental development, demographic evolution, cooperation between different administrative levels. An exception was the Municipality of Herceg Novi which focused on two major analysis criteria: tourism and infrastructure.

The SWOT analyses have shown a very heterogenic image of the state of development in chosen areas. The main issues were related to the development of transport and environmental infrastructure, mostly because of a lack of funds which were often identified as a preliminary condition for economic development. Many of them have exposed the rich cultural, historical, architectural and natural diversity as an opportunity for tourism development, but on the other side, they were struggling with a lack of funds for renovation and for the realization of overall plans or marketing strategies for attracting more tourists. Furthermore, the environmental aspect plays an important role in each territorial partner's territory. In all territorial partners' areas there are good conditions in as far as the environment, biodiversity and access to natural and protected areas are concerned.

### *Administrative Structure, Policies, Plans and Instruments in Involved Territories*

In South East Europe, the planning system has depended on the country's legal system and institutional framework and the relative roles of the different stakeholders in the development process. The general inventory of local and supra-local policies, plans, strategies and politics has shown a very heterogenic legislative palette caused by the different backgrounds of the territorial partners and the different administrative levels on which the project was operating. All six administrative systems (Greece, Italy, Moldova, Montenegro, Romania and Serbia) are structured into a multi-level administrative structure, where most of them have three or four levels of administration (state – region/county – municipality – commune), while Montenegro has only a two level administration system (state – municipality). The states practice different forms of local self-governance – all of them at a level of local communities, while some of them also at higher regional levels – for example the case of Italy with a strong federal/regional level of governance. On the other hand, there are countries where the regional level of governance is purely an extension of a central state government (e.g. Serbia) or is absent (e.g. Montenegro). Rather often, the capital cities have an exclusive administrative status compared to other cities or forms of local self-governance in the state (e.g. Bucharest, Belgrade).

In the process of territorial development, there is still a lack of implementation of plans, policies and instruments. What is specific in some of the countries is the perception of spatial planning as a legacy of former socialist/communist planned economy. When those countries adopted a new economic system, the care for new spatial planning legislation was not a priority. Therefore, new spatial planning paradigms like sustainable urban development, integrative approach and environmental issues were not integrated in the system for many

years and thus created an additional development gap of SEE cities in terms of quality of life and capability compared to west European ones.

The reviewed planning systems follow the same and rather strict logic of a hierarchical order and clearly structured planning documentation, while in practice different levels of local self-governance in the field of spatial planning exist. There are major differences in the roles and responsibilities of different levels of spatial administration throughout the countries – while in some countries the national level mainly has an advisory and coordinating role and decision making is mainly done at regional or local level (e.g. Italy), in other cases the planning approach is often a top-down one (e.g. Serbia, Moldova). Furthermore, while in some planning systems the territorial units are encouraged to associate and prepare common territorial development strategies (e.g. Romania), the task often proves to be a demanding one in terms of distributing the responsibilities and competences among cooperating bodies.

## Participation Tools used in the process of designing Strategic Territorial Agendas

Territorial partners used many participative tools in the STATUS project, not just in terms of involving stakeholders in the process of designing strategic territorial agendas, but also for improving communication among them. For some territorial partners, a joint sitting for the first time behind “one table” of key stakeholders from different sectors already represented a success. Attracting, and engaging stakeholders, has been improving through all workshops which territorial partners had to organize as a part of the methodology of the STATUS project. Three main workshops were organized, each of them with a specific goal. The first workshop was devoted to the identification of the problems, the second one to the proposition of solutions on exposed problems and the third one to the draft of the Strategic Territorial Agenda. In general, many territorial partners had difficulties during the workshops regarding problem identification or giving solutions to the identified problems. In many cases, they were too general and not focused on concrete urban issues. Many of the proposed solutions relied even on the decisions from higher levels of administration or on EU funds opportunities. Therefore, for many territorial partners the last workshop was very important because they had to compensate what they didn't achieve in the previous workshops.

For the needs of improving the communication with participants and wider audience, besides using common participatory tools like local media (e.g. TV, radio, newsletter, etc.) and territorial partners' web pages, the Geoblog was also developed. Because of the low participation at workshops in the

Municipality of Herceg Novi (Montenegro), an anonymous survey was developed in order to get feedback from the wider audience.

## Changing Structure of Stakeholders Involved in the process leading toward an Urban Task Forces Formation

In the preparatory phase, territorial partners had to identify potential key stakeholders in the process of designing the strategic territorial agendas. Many efforts have been made in attracting stakeholders, engaging people and keeping the interest of stakeholders in the process. Most of the territorial partners did not face radical changes of stakeholder groups' compositions during the workshops, only a general decrease in attendance which was experienced mainly due to the lack of time. Territorial partners have learned that attracting stakeholders to participate in the process is a constant and intense step by step process.

In parallel to the content of each workshop, the potential members of Urban Task Forces were selected from the participants. The key and very important role of Urban Task Forces, represented by a group of citizens, experts (national and international) and other stakeholders (both public and private), will be the implementation of the Strategic territorial Agendas after the end of the STATUS project.

## Strategic Territorial Agendas and Urban Centers

Ten very heterogeneous strategic territorial / urban agendas, as one of the main STATUS project results, were designed and summarized in Poster Plans.

- The Strategic Territorial Agenda of the Municipality of Kavala (Greece) 2012 – 2030 was developed based on the four season tourism concept where cultural and historical development, as part of the general urban regeneration and infrastructure development, will play an important role. They will establish the urban center for the needs of the agenda's activities and projects.
- The Strategic Territorial Agenda of the Municipality of Alba Iulia (Romania) 2012 – 2030 proposed projects from all development axes, interconnecting and supplementing with each other, based on the paradigm of integrative sustainable development.
- Baia Mare Metropolitan Association (Romania) developed their Strategic Territorial Agenda from an economic development perspective with special attention given to the inner development ring of Baia Mare metropolitan area, with projects mostly related to cluster development,



Fig. 5.: Results of the STATUS project (source: UIRS design)

developing existing and new industrial parks and improving the infrastructure from the waste water treatment to transportation as a precondition for development.

- The very specific Strategic Territorial Agenda for the Tratturo Pescasseroli – Candela was developed by the Province of Foggia (Italy) where participation tools were tested in order to attract and engage actors in the area. A number of project activities were proposed in order to promote the routes of forgotten transhumance which lost their original function during the years.
- Abruzzo Region (Italy) developed the Strategic Territorial Agenda of the Tordino District with focus on environmental improvement through the development of local infrastructure and urban regeneration interventions.
- The Municipality of Satu Mare (Romania) focused on a sustainable development of the city through the identification of activities required for improving accessibility, environmental protection, energy efficiency, tourism development, urban regeneration, socio and economic development and efficient public administration.
- The Municipality of Drama (Greece) developed their Strategic Territorial Agenda based on the improvement of the urban entrepreneurship, focusing on only two main projects: Drama Logistic Center and Drama Entrepreneurship center, both as a catalyst for economic development in the municipality.
- The Strategic Territorial Agenda of the Municipality of Herceg Novi (Montenegro) is based on a balanced and sustainable development of the municipality as a well-established tourist destination with a diverse year-round tourist offer. Many ongoing and new projects were identified mostly related to tourism and infrastructure, as a precondition for reaching the goals of the agenda.
- The Municipality of Temerin (Serbia) decided that the brownfield redevelopment of existing enterprise zones and industrial parks, recreational and tourism zones based on the historical and natural treasures and development of eco-farming as priorities will play an important role as part of a proper integrative sustainable development as the goal of their agenda.

- The lack of a development strategy resulted in the fact that the Strategic Territorial Agenda will play an important role in solving major problems and in increasing the attractiveness of the central area of the Municipality of Balti (Moldova). The vision for Balti 2020 is to become a modern growing pole with an attractive modern center. Even though the strategy is based on many objectives, they focused only on a few priority projects mostly related to accessibility of public services (recreational, business, mobility, tourism and sport culture, etc.).

Many proposed agendas were developed based on the improvement of the accessibility and infrastructure as a precondition for economic development, improvement of the quality of life, attractiveness and tourism development based on historical and natural resources. Some territorial partners identified numerous projects while some identified only a few.

The Urban Task Forces will have an important role in the implementation phase of the projects. They should operate in real physical dimension (a physical space, as Urban Centers), but also through a web-based forum used as a tool for exchanging ideas and solutions. One of the outputs of the STATUS projects was also the establishment of Urban Centres or at least developing the preconditions for establishment. Urban Centres are or will be established as a physical space, where public institutions, economic and financial actors, entrepreneurs, cultural and environmental associations, local communities, citizens and other stakeholders can directly meet, with the purpose of discussing and exchanging ideas on potential projects for the city.

## What has been achieved in the STATUS project?

Due to the late start of the project, territorial partners had to prepare strategic development documents / agendas in a very short period of time – one year and a half instead of several years which are usually needed. During the process of designing the Strategic Territorial Agendas, territorial partners have



learned about strategic planning processes, how to use different participatory tools for attracting and engaging important actors in the process, etc.

The STATUS project provided instruments and methodologies for properly integrated territorial spatial development. They will be used to access cohesion funds in urban and metropolitan areas employed more effectively to improve the competitiveness and quality of life in their areas. Overall, the Strategic Urban Agendas, through a participatory planning process, will contribute to a better urban development and urban culture in South East Europe cities.

## Lessons learned in the STATUS Project

- **Strong collaboration** among scientific partners and territorial partners and above all within the whole consortium of the STATUS project was crucial for the project results.
- **Clear methodology with clear guidelines and best practices** are essential for territorial partners to progress in the formulation of their own territorial development objectives and methodologies/tools to achieve them.
- **Supporting** territorial partners through revision of reports, providing comments and additional **guidelines from the beginning till the end** of the process proved to be an important asset.
- **Attracting stakeholders** to participate and **engaging people** through the whole process of the STATUS pro-

ject is a **constant and intense step by step process**.

- Territorial partners have an **opportunity to learn from each other** in European projects through having an insight into other territorial partner's cases and through networking and **communicating with each other** in order to solve similar issues. That contributes to a **true trans-national approach** of which the STATUS project is a prime example.

## Conclusions

The results of the STATUS project represent the **basic platform** for territorial development in the partners' areas for the future. All territorial partners are better prepared for the **use of structural funds** in the period 2014 – 2020 and further into the future, when an important role will be played by the established **Urban Task Forces (UTF)**. Their collaboration and activities represent a **key factor** leading toward a better implementation of projects. **Urban centers**, as one of the results of the project, should be used as a **participatory tool**, as a physical space for exchanging the ideas and possible solutions, as well as for the promotion of proper sustainable development in the future.

The end of the STATUS project doesn't mean the end of the work for territorial partners – it represents the start of real work. It is in their hands how they will **use the results** and their **knowledge** from the STATUS project in the future and make best use of it for their communities.

# REFLECTIONS ON THE INTEGRATED TERRITORIAL APPROACH IN STATUS PRACTICES

*Derek Martin*

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The very essence of the STATUS project is the introduction of a (more) integrated territorial approach in the thinking of the participating municipalities regarding their urban development agenda. Without the conviction of its necessity or the preparedness of the local authority to implement this change of mind-set, there would be little point in being part of the project. Preparedness to accept this starting point involves accepting two fundamental things.

Firstly, a longer-term investment in a quite complex process for which there is no “one-model-fits-all”. It is not a question of simply taking over and applying methods and measures from other partners or from experts from countries where this approach has a longer history of implementation. STATUS partners have to introduce and develop their own version of an ‘integrated territorial strategy’ in their own town/local area according to its own specific circumstances: physical, geographical, economic, social, and cultural/behavioural. Only the principles and the general process of the integrated territorial approach are common. Accepting that a lot of hard work in the short term will only bring benefits in the long-term is politically not an easy task.

Secondly, a higher level of power-sharing between municipal authorities and major stakeholders in the locality: Sharing power is difficult, even in a culture like the Dutch which has been used to it for centuries. Own interests tend to persist above the common good, but convincing other stakeholders to “co-own” the strategy is essential. Former rivals could and often should become partners in the common good. It cannot be done by waving a magic wand; human behaviour changes slowly and needs convincing, which is why, almost paradoxically, public leadership is more than ever necessary in this ‘sharing’ environment, especially in the early stages of the process. The municipal authority is the guardian of the common good.

## What are the difficulties of the integrated territorial approach in a nutshell?

The above two fundamentals imply, directly or indirectly, a number of inherent difficulties.

Introducing and implementing an integrated territorial approach to urban development is a complex process, involving many stakeholders, both individuals and organised in associations. Complex processes are vulnerable especially if the process is long. In addition, municipal authorities can start the process, but during the process they will have to learn as they go, as indeed will the other stakeholders.

There is no clear “final objective” to convince hesitant stakeholders, but a whole string of intermediate objectives, each of which, in an accumulative process, has to increase the effectiveness and result of the one achieved before. You could say that the automatic acceptance of the approach by all stakeholders and political parties within the municipality is a “final objective” a long way down the road, but the process will continue beyond that point and most likely by that time under different circumstances.

You can’t please all the people all the time. Convincing major stakeholders, especially those with a traditional and clearly defined sphere of influence and “power base”, that there is more to gain in a win-win collaboration than in a winner-takes-all competitive environment is not easy. This requires (political) leadership but also clear support from other major stakeholders often with their own interests. Finally, with respect to the political leadership, your political opponents could score the goal after all your hard work. However, experience in countries where this approach has been implemented for many years teaches us that there is an appreciation of the municipal leadership who took the initiative to initiate the process, as long as the process leads to popular results.

## So why the integrated approach?

If implementing the integrated territorial approach is full of inherent difficulties and dangers, then an answer has to be given to the very pertinent question: why bother? The very general and simple answer is: there is no choice, but this needs expanding with a number of supportive arguments.

Firstly, STATUS partners are smaller cities. Competition is particularly tough for smaller cities. Big investors are attracted

above all to the 25–30 biggest cities in Europe; second tier cities are big enough to look after themselves, but 3rd, 4th, 5th etc. tier cities especially need to look carefully at their development perspective in a broader territorial context and in the longer term to combat these present-day concentration tendencies and increased competition. This is even more the case in the more peripheral areas of Europe. The comparative advantages of the bigger cities compared to the lower tier cities are probably more pronounced in the southern and eastern parts of the EU than in the northern and western parts where they tend to be closer and better connected. So the combination of being lower tier and outside the central core of Europe, means there is an even stronger threat of possible stagnation or even decline. If these circumstances are combined with a general decline in population by lower fertility rates and outward migration of young people and entrepreneurs, then there is urgency to the problem. Doing nothing is to accept decline.

Secondly, multi-level governance complexities and territorial networks – the connections between a town or city with its hinterland and in a wider territorial context – are, more than ever before, a fact of contemporary life. A city cannot be run in splendid isolation and ‘going it alone’ is not an option. A strategy that takes on board the wider territorial context is essential, particularly good connections with the nearest bigger city and “jumping point” to core areas.

Thirdly, other stakeholders with a major influence on the development of towns and cities, such as employers, investors, entrepreneurs, civic society organisations and educational establishments, are as important in the successful running of that town or city as the local authority. The mayor and the local Council may still steer the ship but all the other crew members no longer accept a captain who heads for the nearest iceberg because of his own status and glory. The rest of the crew have to agree to the route being taken and be empowered to carry out their responsibilities to keep the ship on course even if the Captain changes during the voyage.

Fourthly, contemporary citizens in Europe’s democracies are generally far better informed and educated than ever before. However, there is now so much information and so many information technologies and networks, that there is a whole industry of manipulation of that information in all areas of society, including politics, to support one’s own interest. This is one of the many reasons why there is a growing credibility gap between citizens and politicians. One vote every four years is not enough to satisfy the average citizen. A feeling of a more continuous co-ownership of their town or city has to be encouraged in practice. However, almost paradoxically, leadership for the common good is essential in these circumstances.

Not every individual can get what they want. If, for example, the uncontrolled use of the car harms the liveability of the town to an unacceptable degree, and impairs its other essential functions, then the car has to be accommodated and its use adapted to the broader needs of the city. Similarly, real estate investors should be made to realise that their investments will be more lucrative in the longer term if they contribute to the effective functioning and attractiveness of the city as a whole and not just operate for their own short-term profits.

Fifthly, change is too fast and unpredictable for old, rather static methods of planning. A Master Plan cannot be the legal basis unchanged for 10 years, or even 5. It also has to be flexible enough to adapt to changing circumstances. Planning is territorial management and management involves a clear direction, but within that framework, it has to be able to change course to take on board new circumstances. Political philosophy can be a guiding light, but should not be able to stifle pragmatic and sensible developments.

## What is the essential difference with traditional planning?

This last point brings us to a very brief look at the essential differences between an integrated territorial approach to urban development and traditional planning, as flexibility and the ability to adapt to change when and where necessary is an important difference. We move from a comprehensive plan for a set period to an implementable and flexible strategy; from planning in the old sense of the word to operational process management.

We also move from a physical “what do we construct where” planning approach to a multi-faceted planning whereby the impact of the totality of functional processes in the town on land-use and locational patterns of activity are – as far as possible – optimised.

Once again, we move from government to governance, from planning for the people to planning with the people. Whilst recognizing there will always be winners and losers even in a collaborative process, bottom-up participation, involvement, partnership and co-ownership of the urban development strategy by a broad layer of the citizens replaces town hall top-down imposition only influenced by those interests with good political connections.

Although there will always be a legal basis and regulations for planning, we move from a largely rule-driven to a more objective-driven process, from mega-projects to a package of smaller ones, well planned in time in an accumulative process.

## The essence of the challenge

Usually, such a fundamental paradigm shift as is needed in adopting the integrated territorial approach demands time, patience and the ability to persevere. Unfortunately, the dynamism of contemporary society and the rapidity and unpredictability of change does not allow us this luxury. Does the

STATUS project just end with putting the case for such a shift and making a territorial analysis of the partners' situation, or does it lead to actually implementing the shift? This is the essence of the challenge.

*All opinions expressed in this article represent the author's own opinion.*

# STRATEGIC TERRITORIAL AGENDA AND USE OF GEODATA – CHALLENGES AND OPPORTUNITIES

*Didier Vancutsem*

## Introduction

Geodata and territorial agendas are interconnected. More and more, planning solutions are developed, using ICT technologies. Urban data sets have been developed in the last years, focussing on several spatial levels: a lot of information and many tools. One challenge – urban and regional planning data sets are not aggregated so far; it is very difficult to use them for any other purpose than for printing or simple publishing by the authorities which created them. Performing time series or comparative analyses on these data sets is not yet possible.

## An interconnected territory

In the past 250 years, the humanity experienced five major technological revolutions and each of these was linked to a specific technological innovation (1771, The First Industrial Revolution in Britain, based on mechanization of the cotton industry; 1829, The Age of Steam and Railways; 1875, The Age of Steel and Electricity; 1908, The Age of Oil, the Automobile, and Mass Production; 1971, The Age of Information and Telecommunications). Every technical invention and development resulted in advantages and disadvantages, which have influenced the well-being and prosperity of mankind. But somehow, they have provided the conditions for a long period of sustained economic growth as a process of economic development, which is usually described as a series of waves (Kondratieff waves, 1925).

These technological innovations, characteristic for each period of technological revolution, had a fundamental influence on the behaviour of man and consequently on society. Such influences can be seen in every level of daily life including living conditions, housing and recreation, and have changed our habits and our culture.

Among the five technological revolutions, three are directly linked to the means of transportation and communication. The developments of the steam engine, the combustion engine and the microchip technology in the 60s together represent a shift from the moving of goods, to an increased ease of moving people and exchanging information and ideas. The integra-

tion of digital technology and computers finally resulted in the development of communication technology and the introduction of the term ICT (Information and Communication Technology). In terms of the on-going microelectronic revolution, we are still in the middle of a learning process. Considering the on-going developments in cloud computing, multi-touch screens, intelligent systems for houses and communication, broadband and broadcasting, also related to nanotechnologies, it seems evident that the Information and Communication Technology will dominate our way of life in the near future. One aspect is however evident from the past 250 years: Technological change involves both technical change and organisational change (Van der Knaap&Linge, 1987).

It remains difficult to evaluate the effects of ICT on the organisation of society and on spatial and urban planning because the topic is very complex and the microelectronic revolution is still in process. Nevertheless, it is evident that the ICT influence is not direct, but indirect via social and economic trends, which cause changes in the behaviour of each individual in society, the economy and, consequently, in culture. As a result of these changes, human beings will get influenced by spatial planning of our living environment in Europe and worldwide.

A rapid transformation is currently taking over advanced industrial cities. Old ideas and assumptions about the development, planning and management of the modern, industrial city seem less and less useful. Accepted notions about the nature of space, time, distance and the processes of urban life are similarly under question. Boundaries separating what is private and what is public within cities are shifting fast. Urban life seems more volatile and speeded up, more uncertain, more fragmented and more bewildering than at any time since the end of the last century.

Emerging trends of urban evolution are supported by:

- Digital telecommunication networks such as the Internet and broadband technology;
- “Nomadic” tools facilitating mobile lifestyles, such as mobile phones, wireless, laptops, PDAs, smart phones, pagers, GPS;



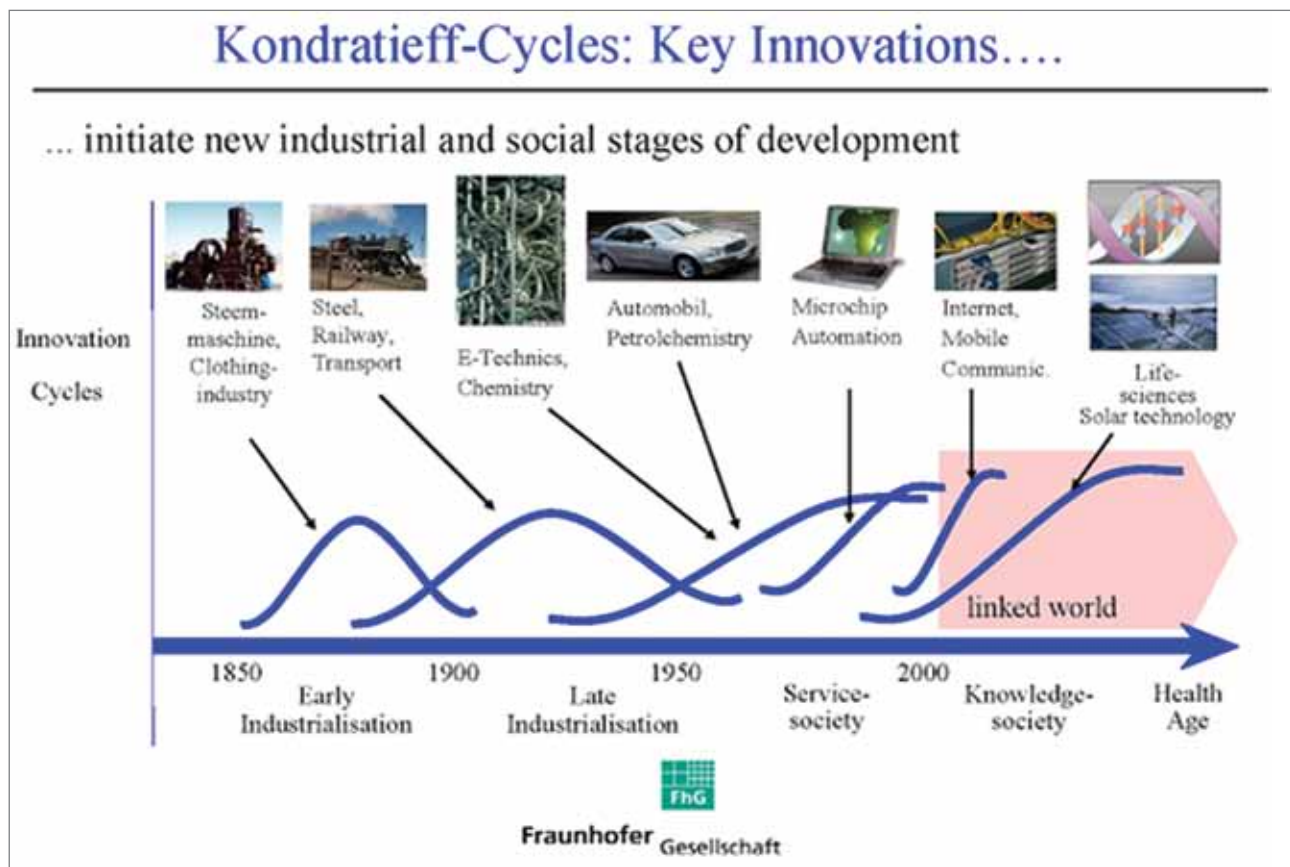


Fig. 6: Kondratieff Waves (Fraunhofer-I.)

- Decentralised networked intelligence embedded everywhere, in the Internet itself, including also cloud computing; and
- IP services, sensors, smart electrical supply, electronic road pricing and navigation (Mitchell, 1999)

Digital telecommunication networks are new types of urban infrastructure, following in the footsteps of water supply and waste disposal, transportation, electrical supply, telegraph and telephone networks. They often replicate the routes and nodes of earlier networks, which both fragment and recombine urban activities and spaces.

New networks infrastructures selectively loosen spatial and temporal linkages among activities. Latent demands of human settlements for adjacency and proximity become reality. This produces simultaneous fragmentation and recombination of urban types and spatial patterns. Some traditional spatial types may disappear, others may transform themselves and new types and patterns emerge.

The relationship between spatial settlement pattern and modes of communication is illustrated in Table 2. The emergence of the information society is demonstrated in a massive shift across the diagonal of the table, from local synchronous inter-

action to dispersed asynchronous communication. These shifts affect markets and organisations as well as communities, as they produce a new cycle of fragmentation and recombination of familiar spatial types and patterns.

## Territorial Agenda at the Forefront of EU

Because spatial planning contributes to a better spatial organisation in Europe and to finding solutions to problems that go

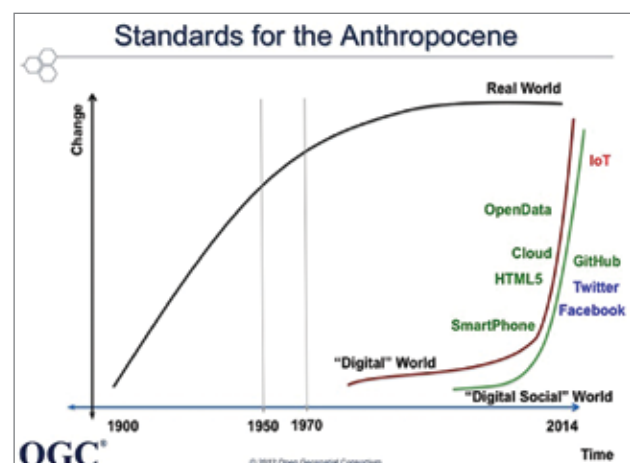


Fig. 7: Real and Digital World – OGC 2012

Table 2: Information in the Urban Age. Source: Mitchell, 2002

Settlement pattern	Modes of communication		
	Synchronic	Semi-synchronic	A-synchronic
local	face-to-face agora 9-5 workplace	post-it notes whiteboards	non-circulating libraries old fashioned databases
partially dispersed	churchbells sirens loudspeakers	pedestrian and bicycle messengers	LANs Intranets
dispersed	telegraph telephone live broadcast teleconference	mailsystems voicemail email	Internet www dot-coms

beyond the national framework, its aim is to create feelings of common identity, in North-South and East-West relations. Human well-being and interactions with the environment are the central concern of spatial planning, its aims being to provide each individual with an environment and quality of life conducive to the development of their personality in surroundings planned on a human scale.

According to the Council of Europe, spatial planning should be democratic, comprehensive, functional and long-term oriented (Council of Europe, European Charter Torremolinos, 1983):

- **Democratic:** it should be conducted in such a way as to ensure the participation of the people concerned and their political representatives;
- **Comprehensive:** it should ensure the co-ordination of various sectoral policies and integrate them in an overall approach;
- **Functional:** it needs to take into account the existence of a regional consciousness based on common values, culture and interests, sometimes crossing administrative and territorial boundaries, without overlooking the institutional arrangements of different countries;
- **Long-term:** it should analyse and take into consideration long-term trends and development. It should be oriented to address economic, social, cultural, ecological and environmental phenomena and interventions.

Spatial planning must take into consideration the existence of a multitude of individual and institutional decision-makers, who influence the organisation of space, the uncertainty of all forecasting studies, the market pressures, the special features of administrative systems and the different socio-economic and environmental conditions. It must however strive to reconcile these influences in the most harmonious way possible.

As for the implementation of spatial planning, achievement of regional/spatial planning objectives is essentially a political

matter. Many private and public agencies contribute through their actions towards developing and changing the organisation of space. Spatial planning reflects the desire for interdisciplinary integration and coordination and for co-operation between the authorities involved. It must be based on active citizen participation.

At the European level, the term “territorial cohesion”, whose fundamental aspects are the sustainable development and access to services, is becoming more widely used and is, for example, mentioned in the draft EU Treaty (Constitution) as a shared competency of the European Union; it is also included in the Treaty of Lisbon. The term was defined in a scoping document in Rotterdam in late 2004 and is being further elaborated using empirical data from the ESPON programme (European Spatial Observatory Network) in a document entitled “The Territorial State and Perspectives of the European Union”. At the minister’s conference in May 2007 in Leipzig, a political document called the “Territorial Agenda” was signed to continue the process begun in Rotterdam.

## Conclusion

The Open Data Strategy of EU will impact on the spatial planning procedures in Europe, as Open data in the terminology of the European Union refers to the idea that certain data should be freely available for use and re-use (<http://open-data.europa.eu>).

At the end, we can say that the work of urban and spatial planners has shifted from maps to data. The most promising feature offered to spatial planners by SDIs is the ability to quickly identify all available spatial data for a planning area. Spatial Data Infrastructures Networking architectures have a great potential to improve the quality of spatial planning enabling quick overview of and access to all spatial data available for a certain planning area, thus ensuring quality input to the spatial planning process.

# STATUS AND USE OF GIS TECHNOLOGIES: GEOBLOG AND TERRITORIAL ATLAS

*Michele Andreolli, Ružica Bukša Tezzele, Matteo Eccher, Raffaele de Amicis*

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## Overview

Strategic urban management represents a key tool for facilitating growth, competitiveness and improvement of living standards. Planning sustainable urban development has become a crucial issue due to the high levels of urbanization in almost all parts of the world. Over half the world's population is living in towns and cities nowadays, and by 2030, this number will swell to almost 5 billion (UN, 2014). The increase of urban population is closely related to the increasing pollution caused by expanding industrialization, growing vehicle use, rising standards of living and other anthropomorphic activities, and therefore more attention should be given on shaping new sustainable urban centres.

The South East European countries suffer the incoherent urban and regional development, as well as the wide development gap in terms of quality of life and capability, compared to the West European countries. The STATUS project is trying to reduce this gap by preparing the partner cities to design good strategies and policies in order to pursue more balanced territorial development and ensure global competitiveness. Moreover, the South East Europe area does not have a coordinated platform for developing urban strategies for small and medium sized cities, and the occasion has been given by this project. The target groups (municipalities, planners, politicians and decision makers, local citizens associations, investors interested in urban regeneration and development, regional and central public institutions, chambers of commerce, researchers as well as other territorial actors proactive at urban and territorial scale) have shown a great interest to this project and have been actively involved since its beginning.

## Urban Planning and GIS Technologies

Urban planning is a process that permits the articulation of stakeholder's initiatives for the development of a city. It involves determining appropriate future actions through a series of choices. Making choices requires, except planning knowledge, comprehensive data and geo-data about the past, present and future. Appropriate and efficient management of data greatly improves the quality of urban planning.

Nowadays, open data and geographic information system (GIS) technologies play a crucial role in urban planning. Open data is data that can be freely used, reused and redistributed by anyone, without any restrictions such as copyright, patents or other mechanisms of control. There are some common reasons why data should be open: transparency (citizens need to know what their government is doing), social and commercial value (everything, from finding the bank to building a search engine requires access to data) and participation (open data can enable citizens to be much more informed and involved in decision-making). Furthermore, open data is important for interoperability between diverse systems and organisations. Interoperability enables to build large, complex systems as well as to enhance ability to combine different datasets and develop more and better products and services – and that is where the real value of open data lies. Open data is also an engine of innovation and growth. When data is available, software developers can build useful applications on top of credible data. Strategic use of the open data and existing digital infrastructure could bring significant improvements to current urban planning. New paradigms of urban planning propose a sustainable development, citizen-centred, where everyday communication practices are connected with public services to make it easier for citizens to communicate effectively with local authorities, and participate actively in the configuration of the present and future built environment. Taking all this into consideration, the mark that open data makes on cities could be very significant in the years to come.

Geographic information systems (GIS) are information systems designed to capture, store, analyze, manage and present all types of spatial data. Using the location as the key index variable, GIS can relate many unrelated information. The GIS system includes three types of information: geometric (related to the cartographic representation of real objects through the form, size and geographic location), topological (taking into consideration reciprocal relations of connection, adjacency, inclusion, established between objects) and informative (related to numeric data or text associated to each real object). GIS stores the location of each item, using a real projection system and the information are then organised in a relational database.

GIS also includes a set of tools that facilitate the customisation and adaptation to the specific user needs. Its usefulness is evident in territorial, urban and landscape fields, where it allows to create digital maps that combine qualitative and quantitative data, such as land use map or buildings energy efficiency classes sorted by the type of building or period of construction. This feature, called “topological overlay”, allows the overlap between two different themes in order to create a new synthesis map (or thematic map).

GIS supports the collection, maintenance, analysis and display of spatially related information. Statistics, reports, articles, aerial photos, satellite images and maps all aid in understanding the planning area and its problems. GIS technology has a great importance in improving the accessibility of information, and therefore communication in decision-making for more effective allocation of resources for economic development and growth, as well as enhancing the efficiency of workflows. GIS represents a powerful tool for understanding and managing the results of urban development efforts.

Public participation and interactive communication between different stakeholders are of big importance in today’s spatial planning processes. In general, computer-based environments offer a variety of ways to involve the public in planning processes. With the development of web 2.0 tools, even more possibilities for advanced information exchange and decision-making emerge. The integration of different components and services enables the involvement of the public in a new and different way.

One of the final STATUS project outputs is the development of the SEE Web Platform, where results, practices and emerging city networks (local and inter-communal) will be archived and promoted, thus constituting the memory of implemented plans and policies, as well as the virtual platform through which innovative and smart solutions for the SEE cities of the future will be developed.

The final platform will not only be a mere repository of information, methods, strategies, and good and bad practices, but will also be a dynamic environment that can give the possibility to users with diverse background to understand and to contribute to the future drafting of sustainable urban plans and agendas.

In this chapter two online tools will be presented, developed in the context of the STATUS project, in order to assist SEE cities authorities to develop Strategic Territorial/Urban Agendas (ST/UA).

## Geoblog

A geoblog is similar to a standard blog, with the extra possibility of adding geospatial information to each post. The inclusion of geospatial data contextualizes and situates information in the physical world. The geoblog tool, with demonstration purposes, experiments with great effectiveness the opportunity for the citizens to acquire thematic reports and manage them with accessible GIS spatial features.

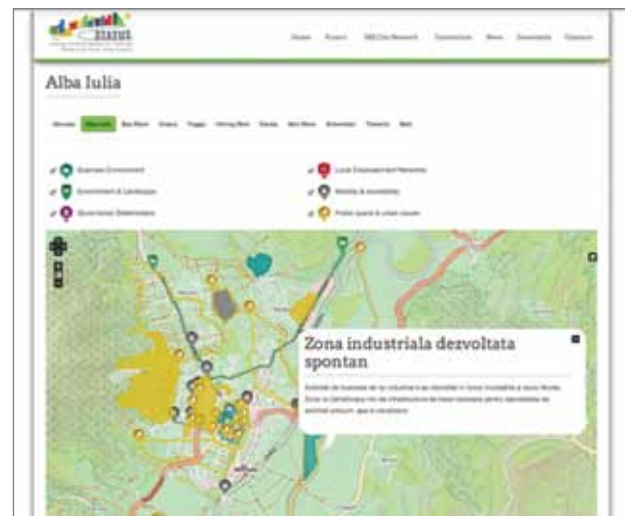


Fig. 8: The Public Geoblog Layout

The STATUS geoblog is designed for citizens and technicians who reside in areas that territorial partners have highlighted as areas of interest for the project. In particular, the geoblog is an advanced Web GIS 2.0 application that allows local users/citizens to collect and report problems or share some ideas in the local urban context, currently only after registration phase.

As the geoblog was intended to be a free online tool, the implementation process was strongly associated with the Internet, which is, nowadays, related to the principles and practices of Web 2.0.

To take full advantage of this, the geoblog development started from the Content Management System (CMS) Joomla! to deploy the official project website. Through several extensions Joomla! is also completely customizable and, concerning its usability, Joomla! is one of the most user-oriented CMS, easy to learn and to be used by users with no technical background. After an initial state of the art study and testing phase, the development team decided to include and strongly improve the Joomla! GeoContent extension in order to meet the user requirements.

Thanks to the CMS support, the geoblog layout has been realized in a very simple way: a top menu allows to switch between



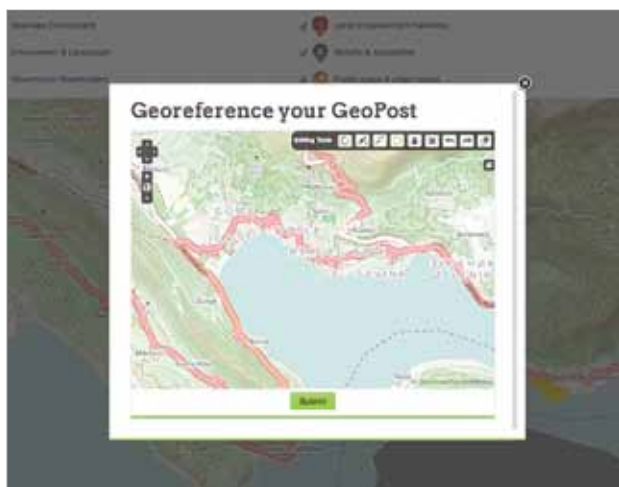


Fig. 9: Georeferencing Task

territorial partners maps and, thanks to the filter section below, the user can choose which items have to be displayed on the map based on his needs.

The base maps are provided by Open Street Map service and the user can switch between three different map styles simply clicking and selecting it from the right button on the map.

Besides standard navigation features, the main user service addressed by the geoblog is the possibility to geo-visualize individual information, knowledge and experience as well as expectations and demands, examining the users geoposts, adding a new geopost in a specific category with textual information and optional images, georeferencing the information connecting it to a specific geometry (point, line, area) and commenting the geopost of others, adding possible solutions, ideas or additional questions.

Thanks to its structure, the geoblog could be resumed as an open-source interactive interface tool for direct qualitative participation, where stakeholders can identify urban/regional problems on multiple themes or offer their own solutions to already-identified issues. It represents a cooperative tool which purpose is to highlight the actual issues of urban planning in the interested areas. The idea of geoblog is to make it become a real crowdsourcing tool.

## Territorial Atlas

Atlases nowadays often come in the form of online platforms, interactive and interoperable systems that enable the user to navigate the cartography, reach more detailed information about the particular aspect of the map, and turn on and off different thematic maps and layers in order to understand in a better way what is there on a certain territory.

The territorial atlas developed during the STATUS project is an open-source tool with the main aim to assist planners and city administration in assessing the state of the art of plans and policies on a given territory.

The territorial atlas is a 3D viewer, with a specific focus on the areas of interest in which the territorial partners want to act in the context of urban planning.

It has been developed working closely with the territorial partners, listening to their suggestions, references, and needs in order to understand in a fast and precise way, which were the goals that each specific partner would like to achieve in their territorial context.

Due to the variety of services, geo-datasets, and different typologies of territorial contexts, the process of tool refinement will be carried on through the next months until the end of the project, thus making the development process particularly meticulous and detailed.

More specifically, the territorial atlas architecture reflects a classic client-server architecture, in which the client is dedicated to visualize and display the information, and the server is delegated to provide and stream the data.

Thanks to the new WebGL technology, that brings hardware-accelerated 3D graphics to the browser without installing additional software, and the combination with the HTML5

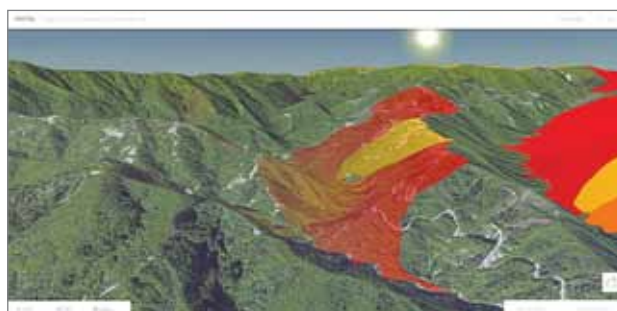


Fig. 10: Territorial Atlas 3D View



Fig. 11: Available Base Maps

and JavaScript languages, the territorial atlas can be reached through the most common Internet browsers and be available directly without any third-party software installation.

Specifically, the platform was built using the Cesium framework, able to create 3D globes and 2D maps in a web browser. Cesium is open source, free for commercial and non-commercial use.

In order to stream geospatial data, Cesium is connected directly to the server-side level where a GeoServer infrastructure is responsible for storing, exposing and streaming the geodata through the WMS (Web Map Service) protocol.

The main objective of the Territorial Atlas is to help and disseminate the urban development and planning. Thanks to the 3D world, to the visualization of the geodatasets provided by the partners, to the inclusion of their “posterplans” exploiting the projects on the area of interest, and to the integration of a list of policies and directives, the territorial atlas provides easy access to authoritative and other spatial data to local government and public citizens. Additionally, the platform can inform citizens about administration plans and projects for the city.

The main feature required during the STATUS project development was to create a geographical information system accessible online, with the possibility to change the base map layer switching from a topographic map to a satellite imaginary in an easy way.

In order to achieve such a requirement, the territorial atlas exploits the web map service of ArcGIS for what concerns the topographic map, with general information about cities, landmarks, and features, and the Bing tile service, that provide high-definition satellite images.

After the collecting and harmonization phase of the geodatasets provided by the partners, the data have been integrated in the server side infrastructure in order to be published and exposed through a web map service. In this way, the dataset displayed on the platform are rendered over the base map on a 3D globe, with the support of a 3D terrain.

Due to the large amount of data and the heterogeneity of the information, it was necessary to categorize and divide the dataset into categories based on the different typologies of datasets.

The available layers list is visible in a table of content panel where the user is able to turn on and off a specific type of information.

A requirement always in great demand is the possibility to change the opacity of the elements on the map, thus allowing overlapping of more thematic maps and layers. The possibility to display different kind of information, with different styles, and changing the transparency parameters permits to easily and directly understand the actual and future use and purpose of a particular area of the territory.

Focusing on a pilot, the user can also request the visualization of additional textual information stored in database architecture and visualize the “poster plans” produced during the project development.

In addition, thanks to the sharing tools of the social networks, the urban plans developed during the project will not just remain dedicated to a small number of technicians, but will also reach citizens with different backgrounds. The possibility to share different content on Facebook or other web 2.0 tools, such as snapshots of the map, can improve the communication of new plans and policies to citizens, and can facilitate the decision making process between public administrations.



Fig. 12: Poster Plan Visualization

# STRATEGIC TERRITORIAL AGENDAS: AN INSTRUMENT FOR TACKLING ENVIRONMENTAL ISSUES IN SOUTH-EAST EUROPE

Matei Cochei

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*Humanity can have neither an economy nor social well-being without the environment. – Dawe and Ryan, 2003*

## Environmental issues vs. Development potential

Environmental issues affecting the development potential of a territory can be seen from two points of view. On the one hand, the natural conditions in a territory can impose restrictions on the territory's development potential (Ioja, 2008) – for example, areas affected by natural hazards or with geographical conditions which limit certain economical activities. Hazardous events influence the functioning of ecosystems and challenge their abilities to provide further goods and services (EEA, 2010), thus affecting their stability and potential. On the other hand, violent human intervention in a territory can lead to intense environmental degradation, which ultimately affects the entire territorial system – i.e. not only the natural, but also the social or economic aspects (Ianoş, 2000). Furthermore, as the human system is merely a subsystem of the ecosphere, anthropic transformations with a high ecological footprint (for which a great surface of natural land is required due to over-harvesting or waste generation) will not only reduce future productivity, but can eventually lead to ecosystem collapse (Wackernagel and Rees, 1998).

Firstly, environmental conditions in a certain space can have either positive or negative effects on the quality of life - for example the existence of natural landscapes vs. pollution and aesthetical degradation (Ferrer-i-Carbonell and Gowdy, 2006). The quality of life, defined as the sum of objective and subjective conditions in a person's everyday life, has been related to environmental degradation ever since the 1980s, when the focus was put on its relation with health issues (Seixas et al., 2012). The exposure to high level of air pollution, for example, has important consequences for the morbidity and mortality of the population (Gyourko et al., 1997; Douste-Blazy and Richert, 2000). Consequently, environmental issues tend to have a negative effect on communities, through the physical and psychological effects created (Dumitrache, 2004).

Secondly, the loss in ecosystem resilience caused by economic activities with a strong impact on environmental quality can lead to irreversible changes in the development possibilities that remain open to future generations (Arrow et al., 1995). Furthermore, these activities often affect biodiversity, an important component in assuring ecosystem resilience in all systems, no matter how heavily impacted they are (Folke et al., 1996). While some economic activities such as mining should not impose permanent restrictions on future development options, in most cases the biophysical and socio-economic impacts remain visible even after these activities have been shut down (Coppin and Box, 2000 apud Warhurst et al., 2004).

Thirdly, environmental risks do not have an equal distribution in society and often tend to affect communities which are already isolated and confronted with different social and economic problems (Cutter, 1995). In this situation, environmental movements such as environmental justice tend to emerge (Martinez-Alier, 2002), which are in fact deeply rooted in cultural actions seen as pre-requisites for achieving a sustainable future (Hawkes, 2002).

If, on the one hand, some consider that the environment should be the foundation of any sustainable development model (Dawe and Ryan, 2003), on the other hand it is clear that culture, seen as the inherent values, means and results of social expression, has a great influence on planning frameworks that have recently emerged (Hawkes, 2001). The discussion about environmental issues and how they affect development potential and, implicitly, planning options, is very important especially in South-East Europe. Here, post-communist countries are confronted with both a rapid decline of industrial activities in urban areas after 1990 (Ianoş, 2004) and the difficulty of realizing new developments on abandoned indus-



Fig. 13: Environment as the foundation of a sustainable development model

trial platforms due to the very high associated costs (Stanilov, 2007). Very often, it is the local public authorities which need to manage these environmental problems if they wish to capitalize on the economic potential of different areas such as former industrial sites.

It is here that the importance of the STATUS project lies: in applying a planning framework based on a participatory approach in lower-tier administrative territories which need integrated solutions for solving specific problems.

Planning norms and policies can be seen as an instrument for improving the environmental quality in a given territory (Douglas, 2013). Consequently, given the nature of problems in South-East Europe and the scope of STATUS project to identify solutions for these problems in the case of each territorial partner, this article has the following objectives:

- to present a review of possible planning models to cope with different environmental issues (otherwise seen, in this case, as restrictions for development)
- to highlight measures for tackling these environmental issues provisioned in the Strategic Territorial Agendas developed in the STATUS project.

## Planning models for tackling environmental issues

For areas greatly affected by environmental degradation, environmental rehabilitation strategies represent a “classical” approach. This approach involves both cleaning the damaged sites by removing potential harmful anthropic materials and chemicals – decontamination – and planning their re-use. Through rehabilitation, both the protection of public health, as well as the restoration of degraded terrains and water bodies

or the reduction of the aesthetical impact on landscapes can be achieved (Warhurst et al., 2004).

While the implementation of planning models based on environmental rehabilitation can prove to be a very costly and long-term solution, these models tend to work very well when associated with financial mechanisms which assure funding for both the environmental decontamination and the setting-up of new economic activities. Consequently, this kind of approach responds to the two main issues posed by sites with environmental degradation: the environmental risks and the limited development options.

However, there are also alternative planning models for degraded environments. For example, some authors claim that post-industrial landscapes represent an important heritage which can be capitalized as unique landscapes, often similar to desert, tundra or hillside landscapes, as long as they do not represent an important threat to environmental factors (Myga-Piatek and Nita, 2008).

As far as natural hazards are concerned, the current shift from a response oriented approach towards an Integrated Risk Management (prevention – preparedness – response – recovery) is also visible in planning models, as spatial planning becomes a powerful tool for reducing the potential impact of both natural and technological hazards (EEA, 2010).

In cases where other approaches can prove to be difficult to implement because of the lack of expertise or financial support, intervention models based on social responsibility based on social entrepreneurship (Fayolle and Matlay, 2010) or community co-production (Farmer et al., 2012) can represent an alternative. These “soft” models, while not directly addressing the environmental issues in a given territory, are an opportunity to encourage new small-scale developments in certain areas, as well as to assure the procurement of different social services. No matter if we talk about environmental rehabilitation, integrated risk management, approaches based on industrial heritage protection or social responsibility models, all planning models require an integrated approach that focuses not only on environmental aspects, but also on social, cultural and economic aspects.

## Strategic Territorial Agendas – providing solutions for environmental issues

Strategic Territorial Agendas represent such an integrated approach instrument because of the methodology on which their design is based. This design is the result of a participative planning process where different stakeholders identify problems



and then find solutions for them. Consequently, the STAs allow the correlation of sectorial solutions and their integration and prioritisation within a strategic document also containing a detailed implementation plan which takes into account financial and monitoring aspects.

As a result, a Strategic Territorial Agenda can focus on specific issues, such as degraded environments, but also integrate other development priorities such as transport networks, economic development or tourism. Complex projects that require the integration of multiple sectorial approaches, such as the re-development of brownfields, can thus become part of these Strategic Territorial Agendas.

From the ten partners involved in the STATUS project, six include in their Strategic Territorial Agendas measures which directly relate to environmental issues. The situation for the remaining four partners is the following:

- the cities of Kavala and Herceg Novi have focused more on touristic development in their strategies, but have not neglected the need to limit the potential harmful environmental impact caused by tourism;
- The city of Drama's Strategic Urban Agenda highlights the importance of promoting economic development in the area;
- The Province of Foggia has developed a Strategic Territorial Agenda aimed directly at protecting and capitalizing on its former shepherd road – *tratturo* – consequently, while not directly related to environmental issues, the agenda encompasses elements related to landscape protection

The Strategic Agendas of the other six partners have a stronger or lesser focus on environmental aspects, but they all integrate these aspects in their development visions, highlighting the fact that all planning instruments should seek to integrate environmental improvement measures with other measures aimed also at creating opportunities for social and economic development in the affected areas.

For example, the Strategic Territorial Agenda for the **Abruzzo** region focuses on water quality and landscape redevelopment compatible with the protection of the Tordino River. As such, one of the main problems approached in the agenda is the risk of flooding in the district of the Tordino River, significant to the settlements and infrastructure along the river valley.

The main environmental issues identified during the workshop were related to difficulties in monitoring, pollution and risk of health, the high costs associated with the treatment of waste and water and the loss of agricultural land. However, given the fact that these problems were also related to competitiveness

and social issues, the proposed solutions were not only related to the environmental sector (reducing the sources of pollution, integrated management of waste water, develop environmental monitoring systems), but also to governance related elements (making strategic environmental assessment procedures more effective in the area, increasing policy performance). All in all, the Strategic Territorial Agenda developed by the Abruzzo region aims to promote environmental practices that also aid in the improvement of touristic and other economic activities along the entire Tordino valley.

In the case of the city of **Balti**, where the Strategic Urban Agenda focuses on the overall improvement of the city centre area, the environmental projects are mainly related to housing areas: separate waste collection, planting of green areas and preventing landslides and erosion.

In the case of the three STATUS project partner cities from Romania (Alba Iulia, Baia Mare, Satu Mare), all STAs include measures related to the redevelopment of brownfield sites. In **Alba Iulia**, the Strategic Urban Agenda proposes the transformation of the unused, unequipped and weakly accessible industrial areas into technological and industrial parks (for the Barabant – Refractara site) with an eco-industrial concept as a basis for development. Consequently, the strategic agenda includes measures related to the decontamination of the brownfield sites in order to facilitate the development of other activities in these areas.

In **Baia Mare**, the main environmental issues identified relate to pollution in the form of heavy metal contamination resulting from the former mining industry in the area (Elisei, 2009) and inadequate waste management. Consequently, the Strategic Territorial Agenda places a great focus on economic development through the consolidation of a wood industry cluster and the development of industrial parks. One priority projects specifically refers to the development of an eco-industrial park on the former Cuprom industrial platform, which requires important decontamination measures in order to assure the possibility of re-functionalization. Consequently, the Strategic Territorial Agenda focuses not only on solving the environmental problems, but also in proposing alternatives in the labor market to compensate the shutting down of the former industrial areas. The setting up of an integrated waste management system in the entire metropolitan area is also one of the priority actions included in the Strategic Territorial Agenda.

The Strategic Urban Agenda for the city of **Satu Mare** also integrates environmental aspects, which are in this case mainly related to flood risks (building a storage basin for the collection of water in case of heavy rainfall) and quality of life in the

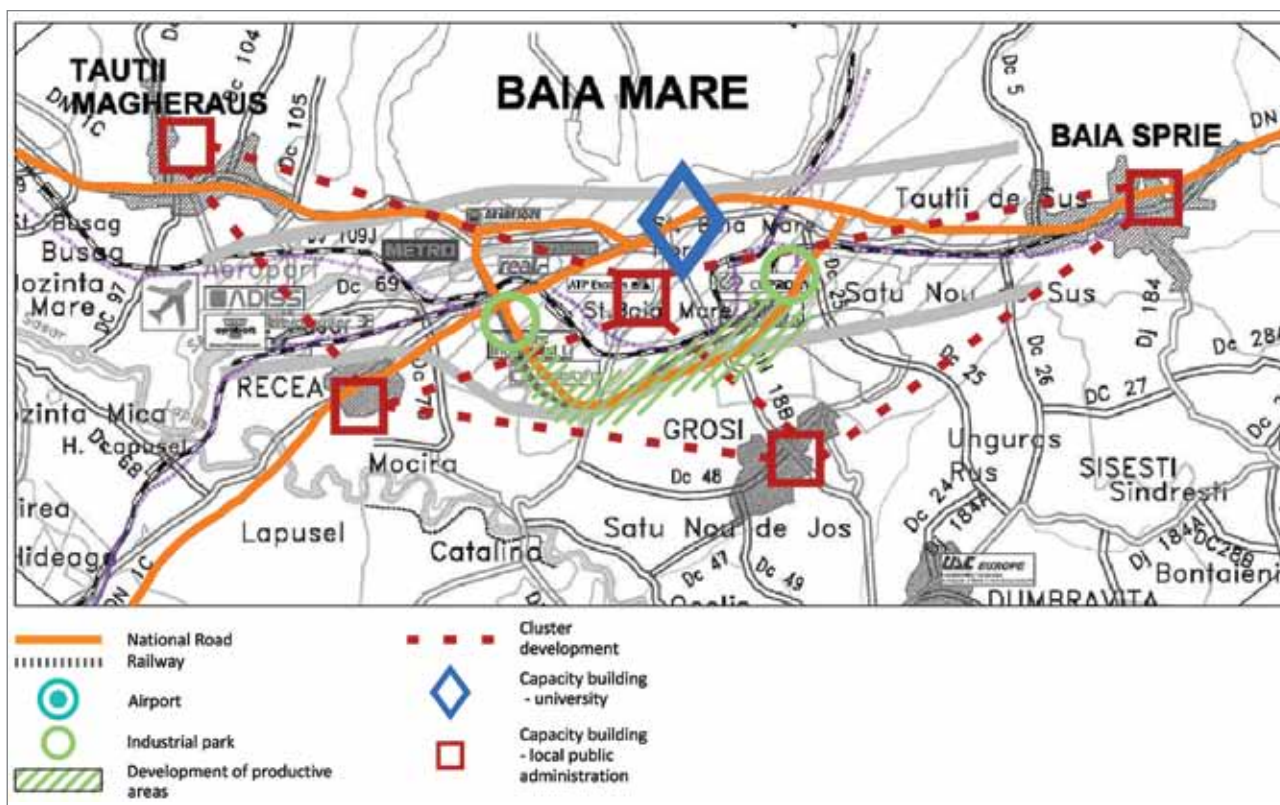


Fig. 14: Baia Mare cluster development proposal integrating abandoned industrial areas

housing areas of the city (waste recycling, thermal insulation of condominiums to assure energy efficiency, supporting the use of sustainable energy sources).

The city of **Temerin** in Serbia can be characterized as a place of intense industrialization during the second half of the 20th century. As a result, the development of heavy industry in the area determined both changes in the spatial characteristics and environmental problems which were not solved, especially related to wastewater treatment, waste management (including hazardous waste) and the contamination of the natural water channels in the town. The Strategic Urban Agenda has two objectives that directly relate to the management of the industrial areas inside the city: the development and promotion of enterprise zones and industrial parks and the conversion of the Brick Factory to a leisure center. While the first objectives involves finding partnerships for the development of current under-developed designated industrial areas in the city, the second also takes into account the need to develop the site of the former brick factory while protecting the natural ecosystem developed here after the factory's closure.

## Conclusions

To sum up, the Strategic Territorial and Urban Agendas can be regarded as a viable planning instrument to tackle environmental issues in a given territory. This is sustained by the fact that these agendas integrate sectorial solutions proposed within a governance framework integrating horizontal and vertical level stakeholders.

While Strategic Territorial Agendas go beyond environmental planning, they could also facilitate, in the future, a better integration of compulsory Strategic Environmental Assessment procedures (Directive 2001/42/EC). In this way, Strategic Agendas do not become just an instrument to improve environmental quality and shift economic development towards other less-damaging activities – they become an instrument focused on harmonizing the effects of sectoral policies through correlation and integration, thus assuring a lower overall negative environmental impact of future planned development.

# URBAN CENTER MODELS AND THE BOLOGNA CASE STUDY

*Giovanni Ginocchini*

The article is divided into two parts. The first is an introduction to Urban Centers. The theme is covered with references to the work of several scholars and research groups, including the Italian observatory on Urban Centers at the Sapienza University – Rome (<http://www.urban-centre.org>).

The second part is a summary of the first 10 years of the Bologna urban center, a short story of many changes faced by this center, as a way of confirming the view that there is no such thing as a single “urban center model”.

## Urban Center definitions

Over the past decades, the term Urban Center has come to mean a wide array of different facilities, initially found mostly in Anglo-Saxon countries, which were sometimes the result of direct city government involvement. They were established to provide services to participants (or those who were potentially interested) in the urban policy decision-making process, with the goal of improving the level of information, knowledge, transparency, participation, sharing and efficacy.

“Urban Center” is a term defined in the United States after the Second World War to indicate several types of facilities whose common goal was the critical involvement of civil society in urban and local transformation policies. The forerunners of the better established US facilities date back to the formation of civil organizations: MAS in New York (1893 – <http://mas.org>) and SPUR San Francisco (1910 – <http://www.spur.org>).

The two “classic” original models derived from two legal model: “Common law” and “Administrative act”. The “Common law” model is mostly based on the initiative of “third party” actors such as universities, non-profit associations, entrepreneurial groups, financial organizations, general stakeholders, trade associations, lobbies, etc. In the US and in other Anglo-Saxon countries, Urban Centers are often non-profit associations, usually established by private entities with voluntary funding from foundations, societies, private bodies or individual citizens. As they take a rather “neutral” position as a liaison between citizens and urban planning decision-makers, they tend to prefer “bottom-up” governance models.

Within the framework of the “administrative act”, the driving force is most often a local or city government body (municipal government), either exclusively or in partnership with other bodies and parties, whose mission is to pursue the general, public interest. UCs serve as a place to showcase the projects and policies deployed by the local administrations; they follow a top-down governance paradigm and remain closely bound to the local body they depend on.

The “Basic” Urban Center roles and activities are:

- central location for documentation, communication and exhibitions; a “city museum”, a database of city life
- a place to show plans, programs and initiatives to citizens
- a place for policies and projects discussion

But we have many other ways to define an Urban Center, for example:

- As an incubator of local “self-knowledge” and local “third party” advocacy for building ideas, collaborative research projects, participatory laboratories, meta-project lines, contests.
- As a “Polis theatre”, or a place to listen to the city and to share different stakeholders’ narratives (be they dominant or recessive); a place where different social, economic, cultural and urban community elements can meet.
- As a creative think tank, a reservoir of ideas and resources in synergy with institutions, citizens, the business community and any other general stakeholders, aimed at increasing the quality of life in the city and at promoting its economic renaissance.



Fig. 15: Urban Centre – participatory process



- As a social connection hub, a deep and intricate web of different philosophies, trajectories and visions on common living
- As a service provider for those who are involved, or potentially interested in getting involved, in the city's transformation processes, with an explanatory and maieutic role for recessive actors (advocacy planning).

## Urban Centers and participatory practices

It is interesting to focus on the relationship between urban centers and participatory practices and understand what different roles an Urban Center can play in the participatory frame.

Synthetically we can describe the role of an Urban Center as:

- A “Megaphone”, explaining the city as it “becomes”, promoting the projects, programs and plans of decision makers;
- An “Antenna”, collecting, processing and disseminating the ideas received from civil society;
- An “Arena”, a hub for publicly discussing and building a shared “urban project”, which can influence municipal policies

Talking about Megaphone, we mean a physical and virtual place for municipal and local development projects, programs, plans and policy communications, a central location for municipal documents and information, a decision-supporting information system.

An Urban center is an Antenna when it becomes a place for social interaction, where diverse actors can meet, a place to listen to city leaders and share the narrative of its informed actors, a place to orchestrate and compare the interests cities pursue and are involved in.

Arena means a place that provides services to citizens involved (or potentially involved) in the decision-making process, in order to boost its efficacy, a place to tackle the participatory-deliberative processes, an access point for members of civil society to the decision-making processes that produce active policies, finally a useful tool for developing urban policies.

In our experience this kind of role description is very interesting even if it is not “absolute”: very often the Urban Center plays as a “megaphone”, an “antenna” or an “arena” depending on the project, or even on the phase the single project is facing.

## 10 years of Urban Center Bologna

The direct experience made on the run of the Urban Center of Bologna (<http://www.urbancenterbologna.it/en/about-us>

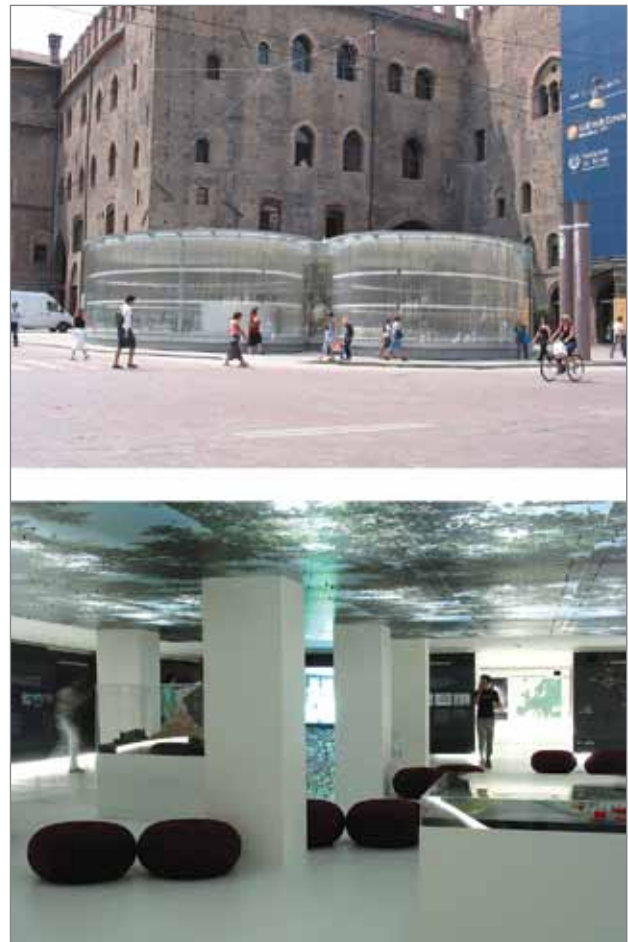


Fig. 16: Esposizione Bologna

ucb) can help clarify what we mean when we talk about UC as a flexible and changing actor. We use the ten years history of UCB (divided in four different phases) as a case study and a way to describe this concept.

### *Phase 1 (2002) Birth of E-Bo*

The beginning of the new century was a very unusual moment for Bologna. Its new government had just been elected (in 1999) and, after fifty years of left wing administration, the new city council was in the hands of a center-right coalition. The main goal of E-Bo – “Esposizione Bologna” (Bologna Exposition) was to disseminate information about urban projects and mobility plans. The governance of E-Bo was quite interesting: a committee made of the primary actors actively participating in the city's physical transformation. The committee was the legacy of the “Bologna 2000 European City of Culture” project, and had been established to receive and manage the funding connected to the event. The place was a renewal in itself: a contemporary architecture (though not permanent <http://europaconcorsi.com/>) building right in the city's historically most relevant square. As a whole, the project caused remarkable friction.





Fig.17. Urban Centre at Sala Borsa

### *Phase 2 (2005) A new approach*

In 2005, the city fell back under the control of a left-winged government and urban planning started off with a new approach: a public dialogue is initiated to re-discuss many requalification projects, as the process starts to draft a new structural plan, 20 years after the previous one (1985). E-Bo turns into an urban center and becomes the place to discuss the city's structural plan and the subject of promoting public debate at the local level. In this phase the urban center is defined as "A communication center used by the city of Bologna to present, discuss and orient its urban and local transformation, a place for providing information and encouraging dialogue regarding the city and its local community, a reference point for the shared design of Bologna's future, a laboratory of ideas where anyone involved in creating the city's new face – public institutions, citizens, associations and representatives of the business and social communities – have an opportunity to discuss and share information and insight".

### *Phase 3 (2008) – Urban Center at Sala Borsa*

In 2008, Urban Center Bologna moved to the second floor of Sala Borsa, Piazza Nettuno no. 3, right at the centre of

Bologna. The building has always had remarkable civil value: in 1568 it housed the botanic garden, in 1876 the royal mail service (Regie Poste), and in 1880 it was the seat of Sala Borsa, the engine of all social and business activities taking place in Bologna. The building houses the Salaborsa library, founded in 2001; here, anyone has access to books, audio-books, newspapers, magazines, maps, videos, audio CDs, films, etc (<http://www.bibliotecasalaborsa.it/>).

The Urban Center covers a surface of approximately 900 square metres and is comprised of two large areas for temporary exhibitions and meetings, seminars or any other initiatives; two galleries house the permanent exhibition and the reception area, while all the other rooms are used for organizational-logistic purposes. Urban Center Bologna produces and maintains a number of tools to promote knowledge regarding the initiatives it organizes; moreover, it produces the documentation regarding the main activities it carries out. Local-level activities take place in participatory laboratories; as well as on walking tours to re-discover the city (a particularly important element during this phase of demographic upheaval, in which the urban population is rapidly changing). In this phase the web activities (web site and social media) become more and more relevant, too.

### *Phase 4 – today*

The main feature of the current phase is a crisis in urban planning. Many of the described projects have come to a halt. Conversely, new themes relating to integrated policy promotion have gained ground and become central on UCB activity:

- Di nuovo in centro – a project to promote pedestrian areas in the city centre (in line with a renewed interest for city center policies in Europe)
- SEAP – Sustainable Energy Action Plan (another very current issue, connected with the Covenant of Mayors and the 20 20 20 policies)
- City brand – a project for promoting the city and surrounding area (tourist attractions seen as a resource in the light of the crisis hitting other industries).



Fig. 18: Urban Centre Bologna – representations

In the cases described above, the urban center is an interesting player not only for its competencies, but also thanks to the partners it represents. The downside, of course, consists of the identification of the center with policy advocates: as a consequence, the Urban Center is becoming more and more an active subject and less and less a liaising actor.

The symbol of the new phase is the renewal of the permanent exhibition, in September 2014, modified to be more in line with the new themes.

### **What future for Urban Centers?**

What future for Urban Centers? It is very hard during this current phase of economic, demographic and environmental

revolution to think and to plan about the future of our cities. If Urban Centers are the mirror in which we can observe all these rapid changes it is very difficult to predict their future.

Certainly we can imagine some lines of evolution; first of all, we will be able to talk about the city with inhabitants only thinking in a non sectoral way, facing problems and opportunities starting from integrated policies. Then we should move towards another scale: talking about a city will mean talking about rural and developed territories together, opening up the discussion to the greater communities of metropolitan citizens. Finally we should be able to build and continuously update a strategic framework: this is absolutely necessary if we want the communication of all the transformations, big or diffused, to find meaning.

# NEW EU OPPORTUNITIES AND TOOLS FOR URBAN REGENERATION IN SOUTH EAST EUROPE

*Franco Migliorini*

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## Introduction

The scenario presented by the majority of urban centres included in the STATUS project displays a number of issues common to many other medium-sized South Eastern European urban centres in old and new member countries.

The setting is that of urban centres involved in a slow process of transition towards a market economy, together with the problems deriving from their peripheral position compared to the central regions of the EU that benefit from a greater concentration of investment and demand for specialized labour and where good accessibility is an important localization factor.

The international economic crisis has had a specific impact on this situation by slowing down the process of conversion of the local economies and the growth of new forms of entrepreneurship.

## Economy and labour

The first set of issues, naturally, regards labour and the economy.

The changes in the economic and productive model has led to a profound modification in the demand for labour, which is affected by competition linked to the new international division of labour against which SEE countries must compete. This tends to favour major cities by removing the most qualified components of the labour offer from the minor cities and creating a vicious cycle that is part of the more general reorganization of European territorial competition on a metropolitan basis. In SEE this dynamic is even more pronounced.

This also has negative consequences at demographic level, usually in a process of stagnation and decline accompanied by population ageing due to the removal of the younger and more qualified components.

## Living conditions

Another aspect is the general urban and environmental condition.

Economic decline is reflected in the quality of urban life, in the state of infrastructure, basic services and the environment in which the population lives and works, with the widespread perception of dissatisfaction due to the desire for better life models.

The quality of the housing stock and urban public spaces often reflects a lack of investment and maintenance, and even though housing and public spaces are not necessarily lacking in quantity, it is the lack of maintenance and technological upgrading which lowers the quality of social relations and legitimate expectations for improvement.

## Environmental resources

The presence of territories with low population density, endowed with still intact natural, landscape and cultural resources, could be an opportunity to open new internal and external tourism-related local markets, thus promoting the progressive growth of relations, which are fundamental to the entrenchment of new territorial identities.

This opportunity, however, clashes with a lack of ability in organizing new forms of offers for recreational tourism in order to enhance little known and unexploited local heritage sites. This is often due to inadequate accessibility, and to the fact that accommodation solutions are absent or such that they do not guarantee attraction to potential sites in terms of marketing, services and the ability to capture and manage tourist flows.

## A common perspective: urban regeneration

Given this kind of scenario it is necessary to adopt a long term plan of action, which integrates the different components of urban centres in SEE and the different local actors. In practice this is usually defined as urban regeneration, a well known problem in recent European urban history, especially in the second half of the 20th century.

Cities must be assisted and supported, also by external agents, in their effort to restart society and local economies.

Intervening according to an integrated strategy means operating on all components of the urban environment: the economic component through the search for new business models starting from the available resources; the social component especially through an education suited to the labour demand; the physical component through actions aimed at activating new resources;

and finally with territorial branding to strengthen local identities and mobilize unused resources.

## Macro regions and urban strategies

In the current phase of European and global development, medium sized cities, which make up the urban fabric of Europe guaranteeing access to services to a large portion of the population, can no longer act as autonomous entities. The competitive reorganization at the territorial level requires new and major economies of scale in order to guarantee the production of those services that allow competition on a scale larger than that of home territories.

This forces cities to consider new forms of organization and cooperation at territorial level beyond the limits of traditional urban relations.

Themes such as accessibility, energy and technological networks, higher education, environmental policies can no longer be tackled and solved at local level because they require a concentration of resources and economies of scale greater than those of single cities. At the same time, the fact that no medium sized city can address these problems separately is the best incentive towards urban and territorial cooperation through cooperation networks based on geographical proximity and economies of scale convenience.

## Cities as drivers of development

Cities are destined to play a fundamental role in European economic reorganization because they concentrate strategic resources: they offer services to larger territories and supply training for skilled labour, thus increasing social capital. In the current phase of more pronounced territorial competition, the process of urban regeneration must necessarily be sustained through a concentration of investments so as to allow the city to interact with the general process of innovation.

Urban regeneration can be defined as the ability to act on the city in a multisectorial way by initiating a complementary system of choices in order to connect the resources employed and make them converge on a general project.

The European principle of place-based development funding complies with the criterion of enhancing urban and territorial identities starting from the specificity of contexts and the multitude of necessary measures.

## Urban action plans

The integration of funds to sustain the process of urban regeneration requires the local ability to create integrated development strategies, such as new “urban policy platforms”, within the frame-

work of the principles of territorial cohesion according to European regional development policies.

Medium and small European cities are required to formulate integrated strategies for urban development in order to acquire new instruments to manage the change taking place, while at the same time supplying the EU with the documentation necessary to understand the problems of the local urban centres involved.

The presence of urban action plans is therefore necessary for accessing integrated funding on the basis of the following steps:

1. Elaboration of strategy;
2. Selection of priorities;
3. Definition of actions;
4. Access to integrated funding.

In essence, the accountability of local politics is transformed into the opportunity to obtain the necessary resources to implement policy.

A new European tool: Integrated Territorial Investments (ITI) Nowadays, there is a new tool, created specifically to integrate different funds within a single strategy and support new urban action plans. This is the necessary instrument to make the concept of sustainability as applied to urban areas – economic, environmental, social – operative, by combining three types of funds: ESF, ERDF, Cohesion Fund.

Conceptually it is the organization of urban strategy, the selection of priorities, the definition of actions to be taken, and access to funding into a coherent sequence.

The other aspect is territorial multiscalarity. Starting from the neighbourhood, the city, the metropolis and finally the region, the concept of functional reorganization of a settlement is open to the multitude of possible territorial conditions to be found in Europe. Local democracies are called upon to tackle the issue through a multisectorial integrated action plan focusing on problem areas.

On the basis of previous national experiences in the field of urban regeneration in different European countries, also a new cooperation instrument has been set up as an autonomous legal entity (known as EGTC – European Grouping of Territorial Cooperation) in order to simplify institutional relations between territories and external funding bodies.

Local communities are now equipped with more effective tools than in the past, and they are now called upon to take a leading role in the processes of urban regeneration.

This is the challenge and the opportunity.



# STATUS<sup>1</sup> – A CHANGE OF PARADIGM IN ROMANIAN PLANNING METHODS

*Gabriel Pascariu*

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## Context of the Romanian Planning System

The planning system in Romania, as it is now, was conceived at the beginning of the '90s based on the Western approaches of the time, but mainly on the French model. The new system had to replace the one applied during the communist decades, referred to as "*sistematizare*" and repealed in December 1989. It changed the names of the main planning documents, introduced the idea of planning regulation and gave attention to issued that were mostly ignored before, such as environmental and sociological ones. At local level, in the case of communal or municipal plans, the land property status became a basic issue too, as land reform was one of the most important changes after the fall of the communist regime. Another important change referred to the procedures of endorsement and approval of urban and territorial plans.

As compared to the previous centralized system, a decentralization of decision can be noticed, approval competencies being transferred to local levels, whereas an increased number of public bodies got involved in the process of technical endorsement of the planning documents. Yet this shift, although a very important one, was not thoroughly prepared. The transfer of competencies to local levels was not accompanied by programmes aiming to create and develop managerial capacities and trainings tailored-made for spatial planning issues. The administrative capacities of public bodies were and still remain a problem, in spite of recent significant evolutions.

Some other elements of the planning system were not fundamentally changed by the "soft" reform of the '90s. For instance, the elaboration of spatial plans was not internalized within the public administrations and remained the responsibility of the former public design institutions set up during the previous regime at the level of every county and in the capital city. These institutions went slowly, after 1990, through a process of privatization leading to the fragmentation of the existing pluri-disciplinary teams and loss of an important data base and archives of previous projects, plans and related documents.

This kind of evolution over the last two and half decades transformed the entire process of drafting urban and territorial

planning documents, which mostly became a private business, based on the system of public tenders and competition for projects. Due to the primacy of the financial criteria (the price of the supply) in the tendering process and to the chronical sub-financing of the domain, the quality of the plans remained rather low. A quality control in the field was regulated, only after 2005, once the Register of Romanian Planners was set up, a body entitled by law to grant the right of signature and coordination of planning documents to different categories of professional planners (architects, geographers, engineers, economists, sociologists or genuine urban planners). Yet this was not enough as long as the legal and institutional framework in place were still lacking coherence or were having structural unrecovered illnesses and weaknesses.

Besides the technical aspects of the process, the participatory side of it is one other aspect which was not tackled in a consistent manner until recent years. For the first 10–15 years the planning process was still seen as a top-down approach, with the main actor being the public sector and characterised by a lack of transparency and lack of communication with local communities. This has changed over time due to the pressure of media, professional associations and NGOs involved in local and regional development and later on, during the accession process into the European Union and mostly after, due to the specific requirements of the EU regarding programming and partnership in relation to cohesion policy implementation. The consultation of public concerning planning documents became compulsory but still formal, only after 2002, as a requirement of the new environmental legislation in place (the decrees for EIA and SEA<sup>2</sup>). Specific provisions concerning public consultation for elaboration and revision of urban and territorial planning documents were issued only by 2010<sup>3</sup>, but are still referring to a passive type of relation and not to an interactive and participatory one. However this was one upper step on the Arnstein "*ladder of participation*"<sup>4</sup>.

A recent report of the World Bank about the Romanian planning system makes a quite fair and relevant assertion about its last decades avatars: *'In Romania, the spatial planning field*

*has a task that is twice as hard as in developed countries. Following the fall of the centralized planning system in 1989, Romania had to basically learn to do planning from scratch. This process has been arduous, plagued with fits and starts, and it is on-going. The legal, regulatory, and institutional framework has been continuously evolving to respond to evolving needs and challenges. In the past 20 years, Romania has, arguably, shifted from radical centralized planning to no planning, and further on to a struggle to redefine and impose a new scope and aim of spatial planning functions. Significant efforts and energy have been invested in building a spatial planning system from scratch, and in changing public perception and discourse on these issues.*<sup>5</sup>

## Strategic Planning in Romania

Why is strategic planning still an issue and a kind of a hard nut to crack in Romania? During the past decades of the communist regime, the local public administrations were not supposed to plan anything but only to implement and put into practice decisions coming from the “centre”. The previous political system discouraged initiative and independent thinking and inculcated a passive attitude in decision making and expectations for a paternalistic care and support from central administrative levels. Everything was centralised and a State Planning Committee<sup>6</sup> was the single body responsible for defining the directions and actions to be followed by all tiers of local administrative entities. The main form taken by strategic planning during the communist decades was the so called “five years plan”. The idea of strategic planning was perverted by the end of the ‘80s when all statistical data were mystified and everybody knew that official reports were fake.

For these latter reasons the idea of long term planning was finally associated in the individual and collective mentality with a mistrustful regime. Hoping to speed social and economic development, the Communist Party was mobilising people and energies through ideological means, rather than using adequate economic policies, without a real base and objective indicators, hierarchies of priorities and sustainable resources. Eventually, long term planning became for everybody an expression of a fake and hated ideology and political regime.

To revive and change the perception and understanding of individuals and institutions about strategic planning under the new conditions of a democratic society and within a market economy, was and is not an easy task or process. It is known that one of the most difficult things is to work on and try to change mentalities and perceptions. In fact, many sociologists and thinkers are even reluctant that this is ever possible: “*to go against the dominant thinking of your friends, of most of the people you see every day, is perhaps the most difficult act of heroism you can perform*”<sup>7</sup>.

The first decade of the transition was by all means not at all favourable to strategic planning in general and in relation to spatial development even less. The ‘90s were a time of disappointment due to the economic decline, the impoverishment of the society, the general dissolution of institutions, the fragmentation of the society. It was also a time of constant and general denial of the past and detachment from former approaches. Anything that reminded of the former ways of doing things was rejected. Spatial planning was confronted with a lack of orientation for future, having difficulties in accepting for instance that growth in itself was no longer the unique hypothesis for development. “*The evolution of the built-up areas and planned territories in post 1990 Romania is different from the <normal> trajectory of other European countries during the last decades of the XX-th century. The physical footprint of this evolution is confused and contradictory due to the lack of coherence of the internal transformations (...) There is also an obvious misunderstanding or an incorrect one of spatial phenomena by the decision-makers, developers and inhabitants*”<sup>8</sup>. Such allegations can be found in the discourse of many professionals about the state and evolution of spatial planning in Romania during the transition period. The lack of vision and strategy were seen as one of the major weaknesses of the first two decades of the transition, together with the erosion of the institutional framework, of public participation and involvement in the decisional process, within a general context and trend of deregulation of planning system which determined a shift from an “*abusive dirigisme to an excessive freedom of decision, when programmes, strategies, concepts or other elements of this type cannot be considered anymore. Any idea of rational development has been lost*”<sup>9</sup>.

Extended research, undertaken during the early years of the 1st decade of the new Millennium, showed that the planning system at urban and territorial levels is quite comprehensive in its analytical part but weak, inconsistent and inefficient within its strategic component<sup>10</sup>. The research, based on assessments of the existing planning documents and processes, discussions and interviews with professionals, public servants and decision makers, pointed out some main weaknesses of the system after one decade of transition, such as:

- The lack of an operational statistical system at local levels, that is of local databases so that development processes can be easily monitored;
- The lack of a procedure and habit to consult and collect local and regional initiatives by the public administrations;
- The lack of an informative operational system and of an efficient communication among authorities, communities and specialists;
- The lack of correlations between objectives, programmes, measures and resources;
- The lack of an internal evaluation and monitoring system of plans and programmes.

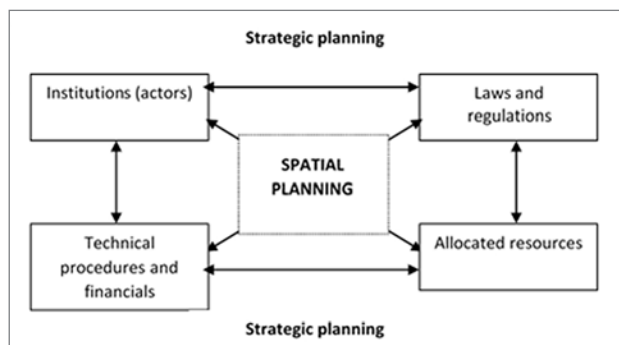


Fig. 19: Integration of spatial planning within a larger strategic planning framework<sup>11</sup>

This research emphasised the lack of effectiveness of the operational side of the development plans, especially concerning their capacity to generate concrete actions and adequate projects. The lack of flexibility of plans as well as the lack of political and public support were leading to an ineffective implementation process. The integration process in the EU was seen as an opportunity for an increased attention and importance given to strategic planning in spatial development. One main proposal of the study was to add concrete strategic elements and provide a comprehensive, larger and proper framework to spatial planning (see Fig. 19).

Apart from the above mentioned aspects, research also showed a general lack of interest within the local public administrations for long term planning and consultative processes, as public servants and decision makers seemed to be overwhelmed by daily issues and more concerned by immediate actions rather than medium and (even less by) long term perspectives.

After 2000, strategic planning was slowly reconsidered in Romania. The various international bodies acting at that time and providing technical support to public and non-profit sector<sup>12</sup> increased awareness about operational and strategic planning, about participation and communication among local and territorial actors at all levels. As part of the preparatory stage for EU integration, Romania had to restart planning on medium and long term and departments for strategies and programmes were set up in most of the county and municipal administrations. Yet they were not clearly connected and integrated with spatial planning departments, which hampered a coherent and correlated economic, social and environmental development. Regardless, it became obvious that access to international funding needed a sound, participatory and transparent planning process based on long term visions. The time to climb further stairs on Arnstein ladder had come.

## Shifting to a new paradigm

The last decade brought to the front page, in Romania, the term strategy and the issue of strategic planning in general

and in spatial planning too. The basic legislation in the field of spatial planning was modified several times after 2001<sup>13</sup>, but mainly since 2006-2007. It introduced, among other elements, new types of documents with an enhanced strategic content:

- The Strategic Concept for Spatial Development was introduced in 2006 (Law no. 289),
- The Territorial Development Strategy for Romania was introduced in 2008 (GD 27),
- The territorial development strategies for periurban and metropolitan areas were introduced in 2011 (GD 7).

The additional acts of recent years made a stronger connection between the General Urban Plan (GUP) and the development municipal / communal strategies: *“the general urban plan is elaborated on the basis of the development strategy of the municipality and is correlated to its budget and public investments in order to implement the provisions for public utility objects”*<sup>14</sup>. The GD 7 / 2011 also mentions that the GUP will contain a spatial development strategy of the municipality (art. 23, b)).

Spatial development got a more strategic component especially for large urban agglomerations, but also for medium towns, with the preparation of the Regional Operational Programme 2007-2013, started in 2006. A Priority Axis for sustainable urban development was foreseen and a large amount of EU funding allocated. In order to get access to these funds, municipalities were asked to prepare a set of Integrated Development Plans (IDP) with a strong strategic component including a participatory process.

At the same time, since the implementation of the new regional development policy began in 1998, more attention was paid to strategic planning approach, mainly in relation to the Regional Development Plans drafted by the newly established Regional Development Agencies<sup>15</sup>. At national level, the National Development Plan was named “a strategic planning document” by law<sup>16</sup>.

The last decade has been more favourable for strategic planning, mostly because it became a basic pre-condition to access international funding, especially Cohesion Policy Funds of the EU. One major shift during this interval was the increasing involvement and responsibility of the public administrations at all levels in initiating, coordinating and managing the whole process of strategic planning. Parallel training and capacity building programmes were developed throughout EU Technical Assistance programmes and other programmes, aiming to prepare the staff of the local and central public administrations for these new kind of tasks. Strategic planning also became a discipline included in the academic curricula, in courses such as urban and territorial planning, public administration, sociology and others.

Territorial cooperation programmes, which started to be implemented in Romania through INTERREG as early as 1998–1999 and afterwards through URBACT, encouraged and opened the international exchange and transfer of know-how at a large scale. At local level, the LEADER component of the National Rural Development Plan enhanced the need for a participative and strategic approach and territorial cooperation. By the end of the first decade of the 2000s, strategic planning was no longer a rejected issue, but rather gladly embraced by public and private bodies too, as it became an opportunity for obtaining financial support for social, economic and spatial development. However, once the “market” for strategies enlarged, the risk of formal approaches and diminished quality of the results grew.

Within such context, projects like STATUS become very important, as they can be a model for how a strategic process in spatial development should be approached in an accurate, comprehensive and efficient way and can lead to effective implementation, which is in the end the most important target. The design and activities of the project are significant in terms of involvement of various local actors, encouraging and enabling communication and exchange of experience at European level (focused to a large extent on the specific situation of Eastern and South Eastern Europe, for partners in the project sharing similar experience), transfer of know-how, coordination and stimulating creative thinking, specific results, local engagement and ownership of responsibilities, as well as for promotion and dissemination. The joint workshops bringing together significant local actors, the setting up of local working groups, the open / transparent process of defining visions and strategies, the setting up of the Urban Action Groups as operational structures and Urban Centres as platforms of collaboration, defining monitoring and evaluation indicators are all elements that provide a solid framework and opportunity

for sustainable implementation of The Strategic Agendas conceived during the project.

STATUS showed that even in places where top-down approaches are still a current practice, the legal framework is still weak and participation needs more practice, significant changes are possible and progress can be achieved to enable new stairs to be climbed on Arnstein ladder: from information and consultation to collaboration and partnership among local actors, thus entering the last major sector of the ladder (see *Fig. 20*).

All in all, projects like STATUS have the merit of bringing spatial planning to where it belongs, that is in the direct responsibility and concern of the public bodies, while reserving for the professionals in the field a new and important role of facilitators, advisors and councillors within the process of preparing the spatial development medium and long term strategies at municipal / territorial / regional levels. STATUS added a new experience and gave impetus to a more consistent approach to strategic spatial planning at urban and periurban levels, but it is not enough. Such actions need follow-ups and concrete measures in order to consolidate the steps already taken and encourage such experiences to multiply and produce the desired favourable effects. One possible immediate action could be the use of the STATUS methodology for the foreseen Integrated Development Strategies to be drafted for the urban development poles in the new programming period 2014–2020 within the Priority Axis 4 of the new Regional Operational Programme. The STATUS approach could be also used in updating obsolete methodological guides for urban plans as well as in the process of drafting new ones needed for metropolitan and periurban areas. Strategic Territorial Agendas should also complete the legal framework in the field as compulsory documents preceding and supporting the elaboration of the GUPs.

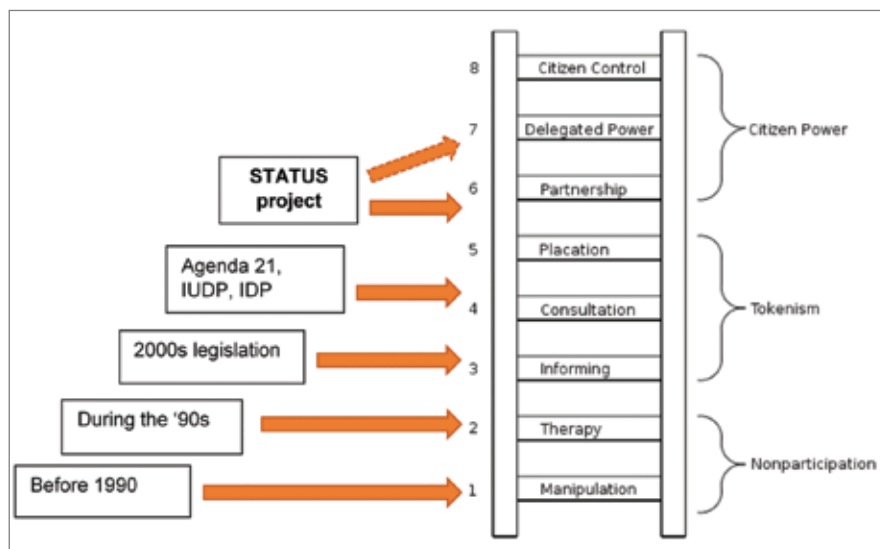


Fig. 20: Evolution of spatial planning participation on the Arnstein ladder – Romania's case.



# POSTER PLANS – A DESIGN TOOL FOR COMMUNICATING PROJECT CHOICES AND FACILITATING DECISION-MAKING PROCESSES

Matei Cochei

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*Recognising the power of images as the glue holding policy together could all too easily lead to the acceptance of the urban designer's claim for preeminence in planning. – Faludi, 1996*

## STATUS Project: Graphic representations in participatory planning

The STATUS project has, at its core, the aim to help local public authorities to design Strategic Territorial Agendas and implement Urban Centres as places where the planning process is shaped by local stakeholders. Consequently, the project proposes the use of innovative instruments to aid the participatory planning process, like the Geoblog, Territorial Atlas and the Poster Plans.

Public participation is of utmost importance in the development process of the cities for the future (Amado et al, 2010). City planners should avoid realizing a single plan that represents the “public interest”, but rather “represent and plead the plans of many interest groups” (Davidoff, 1965 apud Angotti, 2007). As such, the use of visual representations such as slide-show presentations and posters can greatly aid in facilitating the involvement of different stakeholders in the planning process.

Considering Arnstein's eight-rung ladder of citizen participation, the STATUS project focuses on partnership, as different stakeholders agree to share planning and decision-making responsibilities through structures such as planning committees (Arnstein, 1969).

Consequently, collaborative approaches such as the one proposed by the STATUS project focus on the importance of “widening stakeholder involvement beyond traditional power elites and building social networks as a resource of institutional capital through which new initiatives can be taken rapidly and legitimately” (Healey, 1997) In this context, visual representations such as poster plans tend to play an important part. Territorial planning implies the use of specific tools among which graphical representation can be a key step for a correct planning process (Madrigal, 2013). The various scales at which

planning processes are realized determines specific representation techniques, which explains the great variety of poster plan representations in the STATUS project, where territorial partners range from small and middle sized cities (Alba Iulia, Satu Mare, Herceg Novi, Temerin, Drama, Kavala, Bălți) to metropolitan areas (Baia Mare), provinces (Foggia) and regions (Abruzzo).

The present paper aims to highlight the importance of visual representations in spatial planning, with a special focus on the role of poster plans as summaries of the Strategic Territorial and Urban Agendas in the STATUS project.

## The importance of visual representations in spatial planning

“Some form of graphic representation is essential for communicating any ideas that have a spatial dimension, as planning concepts and doctrines must have” (Alexander, 2001). Cartography, seen as a set of studies and scientific operations which result in the preparation of maps, charts and other forms of expression of representation of objects, elements, phenomena and physical and socio-economic environments (ICA, 1966 apud Aveni and dos Anjos, 2012), is at the core of the maps and other visualizations considered to be the most effective and ubiquitous manners in supplementing verbal descriptions in planning (Faludi, 1996). As such, drawn images are used to support verbal statements of policies or they directly express policy elements (Faludi, 1996). Furthermore, cartographic visualizations also aid in localizing concepts and showcasing conflicting demands and different stakeholders' priorities on a territory (Dühr, 2005). On the other hand, conflicting agendas of stakeholders often determine an increased complexity

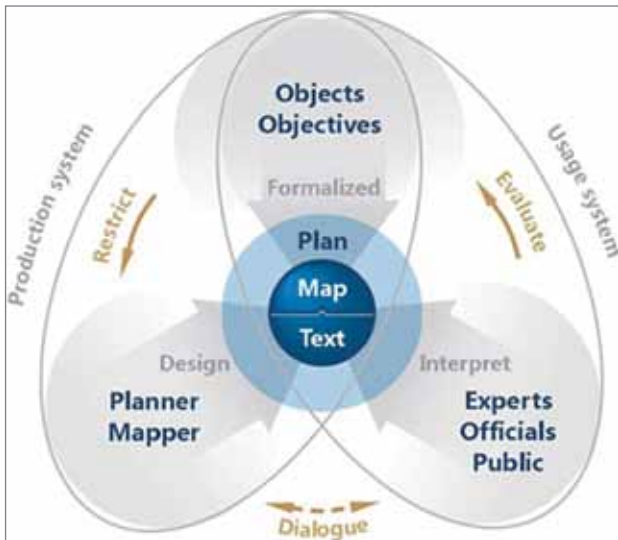


Fig. 21: Logic model of spatial planning cartography system (Tang and Hurni, 2009).

in planning representations, as a single means of representation can satisfy one stakeholder while not satisfying the others (Tang and Hurni, 2009). Consequently, graphic representations in planning can serve to facilitate different stakeholder interests and better communicate project choices and decisions. Communication towards users is fundamental in the planning process, its efficiency being a precondition for carrying out the implementation of the whole plan. A logic model of planning cartography would see map production and usage linked and the three main bodies (“objects and objectives”, “users”, “planners and mappers”) interact with each other. Furthermore, it is important to improve the convincing and attractive potential of cartographic visualization in order to ensure a clear understanding of different planning concepts for diverse stakeholders (Tang and Hurni, 2009).

As the summary of the Strategic Territorial or Urban Agendas in the STATUS projects, the poster plans can be considered a graphic representation of the entire participatory planning process, the visual synthesis of the opinions expressed by different stakeholders and highlighted as fundamental for the development strategies of the given territories. The following chapter will be dedicated to underline the importance of the poster plans as a final product and facilitating instrument in the STATUS project experience.

## The STATUS Project Poster Plans

A synthesis of the different representation means in spatial planning can be derived from the following quote:

“**Diagrams** are abstract and schematic and are used to explore structural relationships between parts ... **Maps** involve scaled representations using a consistent system of reference (e.g. co-



Fig. 22: Diagram: public participation in the STATUS project (Baia Mare poster plan).



Fig. 23: Map: Transboundary integration concept (Baia Mare poster plan).

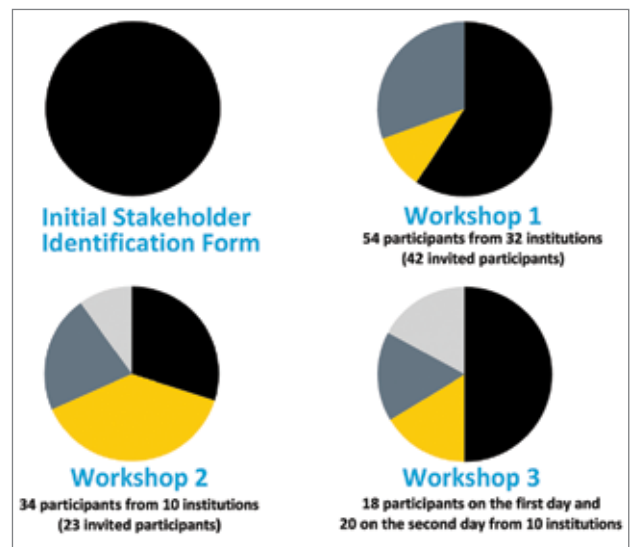


Fig. 24: Graphs: Stakeholder involvement (Baia Mare poster plan).

ordinate system), and allow inferences about dimensional and spatial relationships ... **Graphs** are concerned with representation of statistical and quantitative data ... **Pictures** are primarily concerned with impression, expression and realism” (Ervin, 1992 apud. Bataru et al., 2002).

In the STATUS project, poster plan’s purpose can be viewed from three distinct angles:

- **A graphic synthesized representation** of the Territorial Strategic Agenda
- **A synoptic document** that introduces the planning and territorial development choices of public administration within a framework
- **An instrument** to mediate these choices by means of public consultation, involving citizens, interested local stakeholders, technical experts on governance and territorial management (Mušič, 2014)

Consequently, the poster plans can be seen not only as a final product summarizing the agenda, but also as an instrument to facilitate discussions regarding further actions to be taken in the implementation of the agenda. As a visual product, the poster plans were easier to analyze and discuss than the textual agenda and were thus used in discussions with experts in order to better correlate and highlight the final amendments to the agendas.

As a synthesis of the Agenda, the poster plans were structured to include both elements describing the STATUS participatory planning process in each partner's case and the provisions of the strategic territorial/urban agendas (guiding principles, concept, objectives, priority projects). Because STATUS focused on the realization of strategic urban and territorial agendas for different local public authorities, the poster plans include visual representations of strategic planning elements: development concepts, strategic objectives and line of actions, location of priority projects. As such, all of the different means

of representation used in spatial planning (Ervin, 1992 apud Batara et al., 2002) can be found in the STATUS project poster plans:

- **Diagrams** – for representing concepts, guiding principles, as well as the results of the public participation process;
- **Maps** – thematic maps for detailing different sectorial objectives of the agenda; synopsis map including all proposed priority projects;
- **Graphs** – timeline of the proposed priority projects ; stakeholder involvement in the planning process;
- **Pictures** – for illustrating some of the priority projects.

## Conclusions

The realization of the STATUS poster plans was based on the graphical interpretation of the different elements already discussed in the STATUS workshops: territorial issues, problem solving and the strategic agenda drafting (scope and vision, objectives, lines of action, priority projects). For this reason, the poster plan represents both a final product of the participative planning process, including all relevant elements discussed in the urban programming workshops, and a connecting element to the next step of the planning process: the implementation of the agenda. In the follow-up of the STATUS project, the poster plan can be considered a graphic facilitation tool in the analysis of different project choices, decision-making and the coordination of different stakeholder interventions within the consolidated Urban Task Forces.

# NINE SUGGESTIONS AND ONE ATTITUDE – PUBLIC SPACE AS A COMMONS

Cristina Tartari

*The subtle minds that drape simple things in mysterious formulas haven't understood a thing. If they ignore others and merely talk to one another, they will never get other people to understand and help them win their battle – Renato Bazzoni*

## Public Space as a Commons

The challenge of European cities in the near future lies in a successful approach to regional issues at least in the light of three new paradigms of thought: the first lies in **the strategic dimension** as a preferential channel for viewing the future while keeping alive the memory of history and the past; the second lies in the capacity of the various governance structures to undertake broad-spectrum processes and programmes that can stimulate **an auxiliary design approach**, to bring together the public and private sectors in order to achieve a common goal of reinforcing and consolidating the typical local dimension within a generic global horizon; the third but not least concerns **the dimension of time**, considered as a litmus test for the economic, social and environmental sustainability of the short, medium and long-term strategies to be pursued.

Within this key scenario, the STATUS project appears as a clearly innovative and well-founded practice to address and support urban and regional development practices in the medium-size cities of southeastern Europe based on a number of essential cornerstones.

On the one hand the project must build and draft the city's strategic agenda within an inclusive and participatory framework in which goals, actions and projects are debated and accepted by all. On the other hand, it defines the primary tools for implementing, supporting and reinforcing the cities' agendas over time: the people who build the visions, define the programmes and manage the projects represent the fundamental condition for the development of cities (Urban Task Force), the creation of a space-place for debate becomes a vital condition for developing, implementing, promoting and illustrating strategies (Urban Centre).

Within this working framework, public space and its many possible forms (open space, technological space, social space, service space, space of mobility, etc.) all become a "commons", especially in places, such as medium-size cities, in which it appears as a necessary condition for establishing connections and guaranteeing wide-ranging accessibility.

Starting with two specific case studies, the city of Alba Iulia in Romania and Kavala in Greece, this article, which is neither complete nor exhaustive, will seek to outline a few small but comprehensible 'rules' to give new form and subjectivity to the dimension of public space.

Medium-size cities are, in fact, where public space can best be developed as a 'commons', understood as a 'free, accessible and usable platform' for community interaction, to implement innovative forms of creativity and entrepreneurship.

## Nine experience-based Suggestions and one Attitude to work out strategic processes for public spaces

1. Many of the tools and methods in the design approach foresee the implementation of **participatory processes** that hold in consideration different local cultures and customs of the places in which they are organized. The goal is to propose projects that can evolve, that can change to incorporate the ideas and suggestions that come to light during the participation process. The project itself must represent a synthesis of the discussion.
2. Develop and conceive in terms of "**tentative projects**". The design of public space coincides with a process that should be able to include flexibility and capabilities, while promoting a variety of scenarios. Once completed, the "tentative projects" should be open to include every form of diversity, and adapt not only to different users, but also to the passing of time.
3. Public space must be understood as an **open platform** (open source). It may be stated that the more easily accessible and usable an urban space can make its network of elements, the higher the quality of life it is able to afford, in the perspective of a global city. In designing the urban environment, the space does not determine what activities take place, at best it can imply them or simply afford them and contain them.



4. **The voids** that fill a city (infrastructure, parks, gardens, pocket spaces, sidewalks, spaces for mobility, etc.) are the starting point for defining the very aspect of the cities themselves. The void must delineate the solid and it is no longer acceptable for the solids to cut out residual voids. The very obsession for connections must guarantee, in design form, the construction of continuous platforms of uninterrupted public spaces, from the street to the sidewalk, from the city square to the pocket space, the void prevails over the solid, while it is protected by the latter. A design obsessed with connections is the premise, though not sufficient unto itself, for the creation of a community.
5. **Avoiding generic designs** is a necessary condition for defining intelligent urban forms, rooted in the places in which they are generated. There is no such thing as a project that fits anywhere. Today we observe landscapes filled with (unoccupied) generic buildings that, while based on the idea of all-purpose spaces, have proved incapable of attracting the attention of possibly interested counterparts. A project develops to satisfy a need, but it must then be capable of adapting to change over time. In this sense it is better to prefer multi-tasking buildings over multi-functional ones.
6. The design of public space, like any architectural project, must necessarily address the issue of its use. The definition of **use-value** as opposed to the value of memory given by Alois Riegl, appears to be strictly pertinent: to give relevance to the use-value rather than the monumental value of a historic city square means to “take responsibility for it”, recognizing that when the two values are split and fragmented, they can no longer restore its civic dimension to that part of the city. A far cry from decoration and formal stylistic completeness, the **use value** of a monument may be calculated on the basis of its degree of accessibility.
7. Theorizing a design standard for public spaces can be a risk. To be a place for all, means affording the widest range of diversity, designing a place for all means relying on **custom-designed** projects that make it possible to control scale, to respect all user requirements and maintain a strict relationship with the context. Custom design must necessarily take into consideration the place, and consequently the users involved.
8. A step is not just an architectural barrier; it is first and foremost the boundary of a specialized surface: this could apply to a stripe on the ground, a change of material, speed bumps, a traffic light, a row of bollards. **Working on the limits** means reconsidering the possible coexistence of different functions and activities within the same realm. The point is to conceive and design opportunities for de-specializing public space, and within it to organize

the premises for a new livability, which will foster the mingling of a wide range of inhabitants and users.

9. **The availability of space** is a matter of design: well-being is not just a matter of weather, function or programme, but of relationships. The process of designing a public space does not end with its construction, but necessarily includes a phase that addresses issues of management and maintenance. A well-managed place conveys a clear message that reduces any sense of uncertainty in its regards. To achieve this goal, it is essential to ensure the cooperation of the many players directly and indirectly involved in running the city (city administration, public agencies, private businesses and companies, citizens, etc.). **Management of public spaces** is a key element of good design.

Finally, more an attitude than a rule: the design process should avoid unnecessary rhetorical language and take history as a starting point, to assume full responsibility. It takes at least 60 years to understand what we are doing and what we will leave behind: that is why designing a public space necessarily requires an architect to ‘**take a step back before making any other move**’.

## Alba Iulia and Kavala: starting from their ‘generating elements’

The operative thinking “on the field”, which led to the definition of the **strategic agendas** and **new urban maps** of Alba Iulia and Kavala, arose from certain specific and absolutely non-generic conditions. Two of them in particular proved essential.

The first consisted of a **process of exchanging ideas**, listening to each and every one of the stakeholders; this made it possible to draft a preliminary set of priority actions that the community intended to pursue for its own sake and for its future.

The second lies in an approach based on an **operative and synthetic reading** of the territory and its elements: once established, they are arranged into a system based on a necessary hierarchy, within which the **generating element** of the city and its landscape may be distinguished.

Generating elements of the city, when appropriately developed in (political) programmes and projects, have the capacity to structure and give form to the strategic agenda of a territory in the short, medium and long term.

In the case of Alba Iulia, its function as a **hub of aggregation at metropolitan level** is central to its characterization as an attractive city. Its dimension as a vast area (AIDA) and the

recognition of its particular urban form (citadel) shaped the strategy for its agenda, aimed primarily at considering its role as a city-polarity from the point of view of function, infrastructure and identity. In the case of Kavala, the generating element is the **sea-line**. Kavala is a seaside city, and a destination for

cultural tourism: this primary consideration led to the strategic design of its new urban map starting with the waterfront and its renewal, moving on more effectively to the terrain of archaeology on the mainland and latent yet existing forms of entrepreneurship.



Fig. 25: Alba Iulia Hub

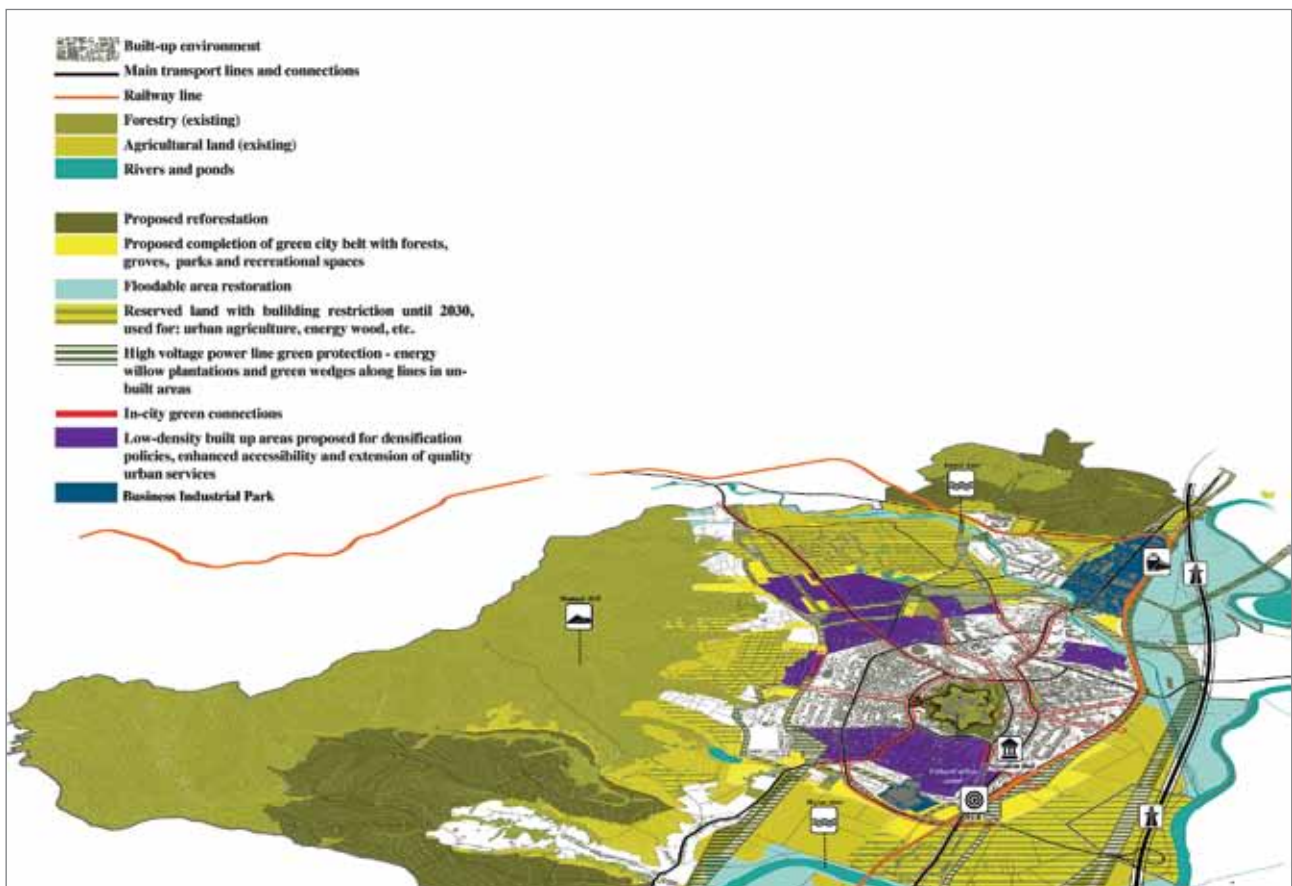


Fig. 26: General Strategic Plan Alba Iulia



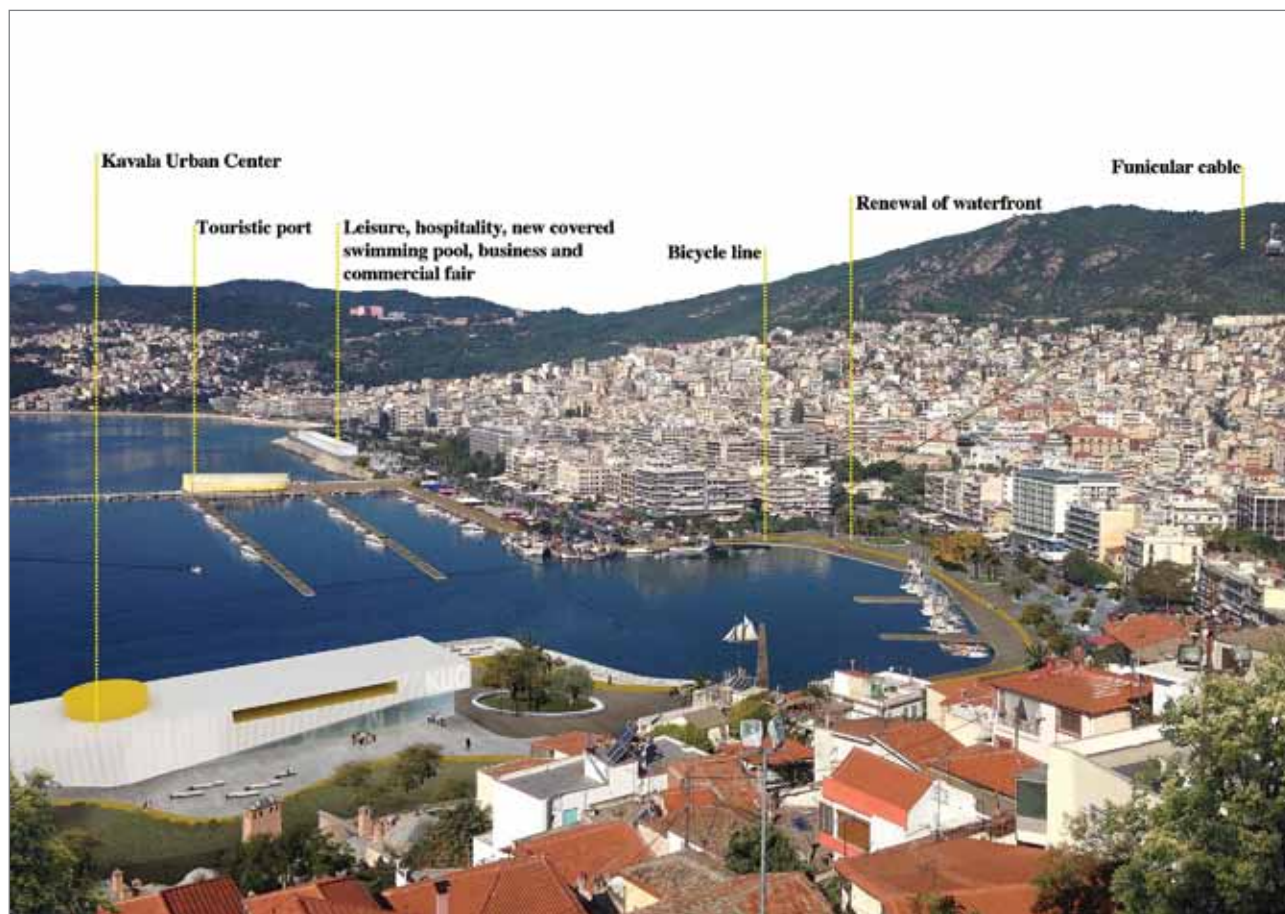


Fig. 27: Kavala Waterfront

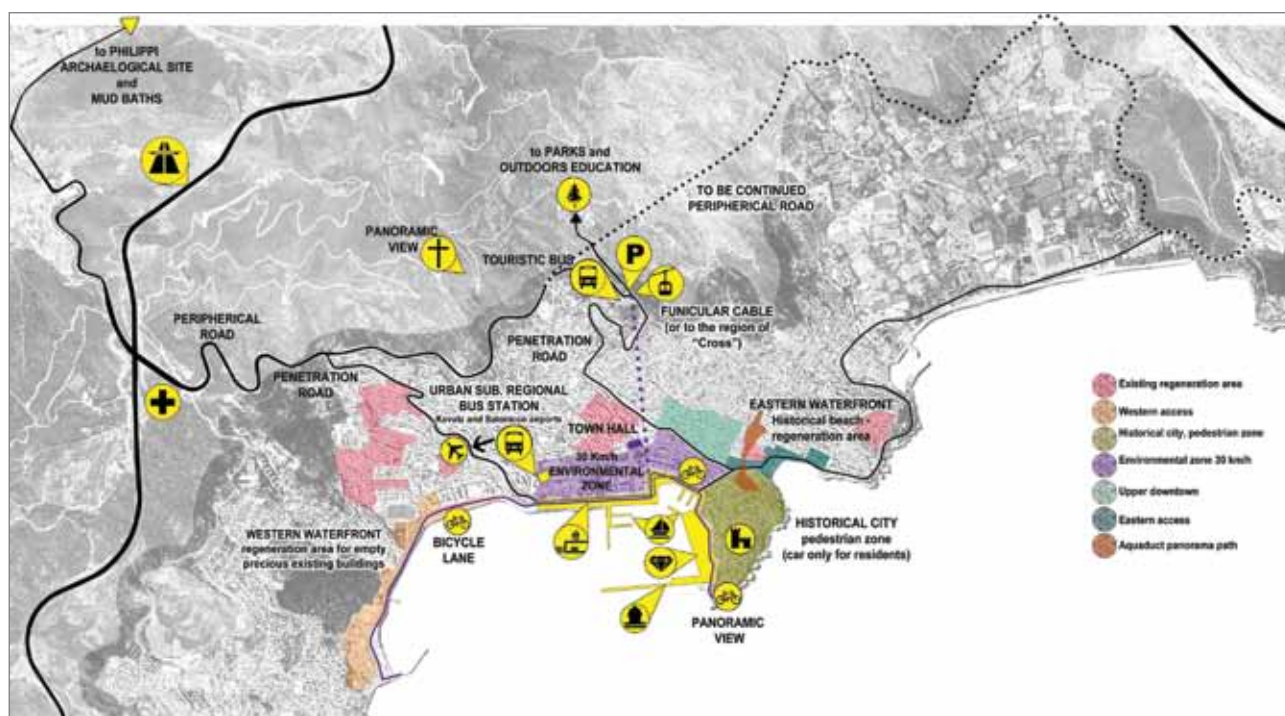


Fig. 28: Kavala General Strategic Plan

## STRATEGIC AGENDAS DESIGNED

### APPLYING THE STATUS METHODOLOGY





## CITY OF DRAMA

# AN URBAN STRATEGIC AGENDA

*Alkis Papademetriou – International Programme Director, Drama Chamber*

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### 1. Relevance

The STATUS project has been very relevant for the Municipality of Drama, at the time, in the midst of preparing a new urban plan for the future development of the city. The near future presents an enormous challenge for the city as we are trying to exit from the economic stalemate that plagued our country in the last few years and we are trying to boost development and economic growth. Our involvement in the project and our main aim was to secure new places within the context of urban expansion that will be used for entrepreneurial activities. The Drama Chamber, partner in the STATUS project, is the main representative of the entrepreneurial world in the Province of Drama. Our main target is to assist and support companies in their development and expansion. Therefore, we used the project as a platform, firstly to inform the city stakeholders that there is a need for land availability to be used for entrepreneurial activities, secondly to locate these areas within the expanded urban plan and thirdly to prepare proposals for the use of the available areas by local enterprises and companies within the platform of the new urban planning.

### 2. Current state of affairs

It is very interesting that in the periphery of the urban conurbation there are areas that are indentified and unused for any particular purpose. These lands might have many different uses such as recreation, urban expansion, education, etc. Nevertheless, in Drama there is great need for areas to be used for entrepreneurial support and company activities. Of course we are not talking about heavy industrial activity. This would not be proper since the available lands are not very far from the urban center. Yet, in the contemporary business development there are specific needs which provide support to the entrepreneurial activity without creating any impact on the environment. These activities could include the creation of business centers, company incubators, co-working spaces, logistics, etc. These entrepreneurial activities we observe in many other countries but in the current state of affairs in our region they do not exist at all.

The three main problems we face in our region as it concerns urban planning and entrepreneurial support are: (1) there is no organized support to the enterprises and companies as they strive for development and growth, (2) the policy makers are unaware of the new supporting needs and methods to the companies of the area, and (3) there is no space available in the urban conurbation to develop the new instruments of entrepreneurial support.

The opportunities that we have and can develop over the next few years in the area of entrepreneurial support are enormous and they can be very useful for the development and growth of our region. First of all in the last few years we observe the creation of new “innovation Farms” which concentrate new ideas and employ mainly young and educated entrepreneurs that otherwise they would be either unemployed or they would have to migrate from Drama in order to develop their ideas in a more welcoming environment. We need to support these “Innovation Farms”. Second, we observe the need for “Business Incubation” space. It is now the opportunity to locate and identify lands for such needs. Thirdly, it is important to provide our enterprises with services such as Business Centers, Exhibition Areas, Co-working facilities, etc., Services that are well developed in other countries but are not so much used in our region. Lastly, the consideration of the creation of a “Logistics Center” is something that needs to be placed in the new urban plans of the city.

### 3. The Urban Task Force

In the very early stages of the project we launched a very active campaign to bring into the implementation picture as many stakeholders as possible. Due to the nature of our organization we involved many enterprises and this was a useful practice because we managed to collect many valuable ideas about the needs of the enterprises in supportive services and assistance for growth activities. Furthermore, we involved the Urban Planning Department of the region of Drama and the

Technical Services of the Drama Municipality. Moreover, independent engineers, architects and urban developers participate in the early stages of the project and in the workshops organised within the STATUS project implementation needs. The Mayor who was well informed about the project and supported our activities – Drama Municipality was initially a partner in the STATUS project. Furthermore, the Deputy Mayor of the Municipality who is an urban developer participated in the works of the STATUS project. Last but not least, in our team of project implementation we had token participation from the Technical Chamber of Greece, the Department of the Region of East Macedonia – Thrace. Of course, the administration and staff of the Drama Chamber of Commerce and Industry supported all the efforts of the STATUS project implementation team.

All these participants to the various stages of STATUS project are candidates to participate in the Urban Task Force to be created by the project in Drama.

#### 4. Providing solutions for identified problems

The problem that is plaguing the entrepreneurial world of Drama province is the lack of available spaces to develop new methods of entrepreneurial support that will lead to development and growth. The proposed solution is to use available land spaces in the periphery of the urban conurbation for setting up new services for the enterprises and the companies of our region.

#### 5. The Poster Plan

The Drama Poster Plan is a graphical synthesis of the priority projects proposed in the city's Strategic Urban Agenda. It highlights the "Innovation Farms" and "Business Incubation" as the two main priorities for the development of the city in the forthcoming programming period.

#### 6. Urban Centres

Urban Centers (UC) is a novelty for our city. Under the STATUS project we do not have to create such a center but when the idea was presented and explained to the Urban Task Force it became a welcoming prospect. The Urban Center was explained as an idea in the workshops we had during the implementation phase and the participants agreed that such a center is necessary for documentation, communication, exhibition of the city plans and a center for the presentation and management of the database of the city. The UC can become the hub for informal and random reference of interest of ex-

perts, planners and citizens where one can demonstrate plans, programmes and initiatives to citizens and by the citizens where new ideas will be build and presented. In the UC the 'voice of the city' will be heard and different social, economic, cultural and urban community elements can meet. A creative "Think tank", a reservoir of ideas and resources in synergy with institutions, citizens, business community and any other stakeholders, aimed at increasing the living quality in the city and promote its economic renaissance. The UC can serve as a social connection hub, a thick and intricate web of different philosophies, trajectories and visions on common living. Furthermore, the UC can provide services for subjects involved or potentially involved in the transformation process of the city. The UC is a good idea that might be developed within the process of a new programme such as the STATUS project.



74 Strategic territorial agendas for small and middle-sized towns and urban systems

## INTERVIEW WITH THE LOCAL PUBLIC AUTHORITIES

*Stefanos Giorgiadis – President of the Drama Chamber of Commerce*

### *Why does strategic planning in your city matter?*

Drama is a historic and very ancient municipality with a well preserved historic center and many areas within the urban center that are natural marvels and places of recreation and enjoyment. Nevertheless, following the urban development patterns that prevailed in Greece over the last few decades a lot of urban development occurred in a haphazard manner creating many problems in the development of basic infrastructure, traffic congestions, scarcity of parks in the neighborhoods, lack of broad and practical fairways, congested build up areas, etc. Therefore, it is becoming very important that in the new planning period and as we engage in major activities of city renewal and urban sprawling to have a sound and well prepared strategic plan. This will guide us into actions that are necessary for a contemporary city that takes care of all the needs of urban activity, the services to the citizens, support to enterprises, creation of services that will lead into development and growth.

### *How does the STATUS methodology, and its participatory planning approach, help your city?*

The STATUS methodology was a very useful tool for our city. Participatory planning was not a novelty for us but a methodic process of cataloguing the current status, identifying the problems and suggesting solutions was a new way of and new approach of supporting our urban planning needs. From the STATUS project we have learned what is happening in other cities, what new tools are used in contemporary urban planning, we learned what is an UTF and how useful an UC can be for our municipality.

### *What is the advantage of shaping a development agenda for your city together with a broad range of stakeholders?*

The advantage is that we identify new problems, we receive many different ideas, we use new approaches and find new, realistic and practical solutions for urban planning.

### *What are your expectations, especially in using EU funds, after the STATUS planning exercise?*

STATUS has a major force to make us seek new ideas and identify new needs for our city. Furthermore, from the STATUS project we have learned about the new initiatives of the EU, such as the Barka report, on how in the new programming period cities of Europe can benefit from the new programmes. We hope that the STATUS project will lead us into the use of funds from CLLD and ITI. The partnership of the project is a solid base to move into new programmes and new ways to find solution for our cities.

### *What would you change in the SEE programme?*

The projects supported by the SEE programme should receive more funding to move from “soft” type of measures into more practical and realistic solutions.



# AN URBAN STRATEGIC AGENDA

*Io Chatzivaryti – Advisor to the Mayor & STATUS project coordinator*

## 1. Relevance

Starting 2010 Greece has been undergoing a major reform of local administrations resulting into a new Municipality of Kavala that includes the former Municipality of Philippi. The STATUS project presented an excellent opportunity for the city to open the dialogue on a new strategic territorial agenda, provide a coherent vision that encompasses the development aims of new territory. Moreover, it supported the city in defining new projects and prioritizing existing ones into an integrated strategic territorial agenda that could become the foundation of the City's strategy in attracting EU structural funds over the next Programming Period.

## 2. Current state of affairs

The main issue in Kavala is the lack of a **coherent and integrated touristic strategy** to encompass all its vast attractions. Rather than aim for the classical “sea, sand and sun” trio that Greece has mostly been known for, in order to consolidate itself as a terminus destination and touristic regional capital (rather than gateway to more attractive beaches), Kavala should define **its own identity and brand it**. This would mean moving away from the highly unsustainable seasonal mass tourism model, which creates congestion in the city, environmental damage, a limited amount of preponderantly low-end jobs and an under-utilization of available resources, to an **endogenous tourism development model**, by promoting in a concerted way all assets that the Municipality possesses.

The sustainable redevelopment of tourism in Kavala should creatively reinterpret attractions (cultural, religious, natural, etc) into immersive, 5-sense authentic experiences, which can be offered year-round. In order to achieve this objective of the Agenda, the tourism of Kavala should be built on collaboration, integration and interconnection of services and products, creativity, quality and authenticity, but also on preservation and protection of the extraordinary-value heritage.

*A product is what you buy. An experience is what you remember* (Experience Nova Scotia – A Toolkit. 2011).

## 3. The Urban Task Force

Since the introduction of the recent no 3852 Local Administration Law of 2010, all Local Governments in Greece have at their disposal a new tool for public consultation: the Municipal Consultation Committee. The main problem is that the Consultation Committee actually exists as an extension of the city's Council on the one hand and as a forum of the representatives of local public authorities and private bodies on the other, both of which never had a problem of participating in public decision making whatsoever. Those that were excluded from such privileges in the past still suffer political isolation: young entrepreneurs and scientists, people that feel uncomfortable with the established mechanisms and processes of public policy making, the creative youth, etc.

Thus, we perceived the introduction of the Urban Center tool as a unique opportunity to bring these precious local actors back in the game. The STATUS project methodology allowed us to bypass the usual stakeholders taking part in the public hearings in order to invite firstly the young, creative, enthusiastic and start-upers of the region and manage to install a new spirit & culture before opening the scene to the usual players of our local affairs. In this way, our efforts to make a difference with the Urban Center certainly have better chances.



Fig. 30: Cultural heritage in the city of Kavala

## 4. Providing solutions for identified problems

### Proposed projects:

For the short –medium term, the priority for the Municipality of Kavala is the development of tourism in the region. The objective is to transform Kavala into an all-season touristic capital of the region – endogenous and sustainable tourism by transforming the Municipality into a terminus destination rather than a gateway:

- a.) Transforming seasonality into year-round attractiveness and expansion of the tourism period through flexible and innovative touristic products;
- b.) Upgrading, integrating and promoting the existing tourism services, through a common brand approach and the creation of targeted touristic packages;
- c.) Expanding target markets through the development of creative alternative products and activities;
- d.) **Developing sustainable tourism businesses** through the exploitation of “distinctive competency” niches: cultural heritage, archaeology and religion, touring and path tourism, therapeutic and wellness, special group tourism (elderly, sports veterans).

## 5. The poster plan

**Goal:** Strategic Planning – Integrate Kavala & Philippi

### Objectives:

- Creation of participatory planning process
- Improvement of area's attractiveness and competitiveness
- Preparation for NPP 2014-2020

**Vision:** Transformation of the area into a dynamic growth pole with emphasis on improving the welfare state, environmental protection and emergence of its cultural identity. Kavala will attract investments and will strengthen social cohesion by using modern local governance services.

### Strategic agenda's pillars:

1. Tourism
2. Regeneration
3. Waterfront interventions
4. Entrepreneurship

### Flagship projects:

- Regeneration of Old Town
- Kavala Urban Centre
- Promotion of alternative forms of tourism
- Renewal of Waterfront
- Renewal of Tobacco warehouses



Fig. 31: Cultural Centre – Kavala UC Venue

## 6. What role for Kavala's Urban Centre?

Kavala's UC is a key tool for supporting public participation in municipal decision making. In the STATUS project the UC is defined as a megaphone, an antenna and an arena and we couldn't agree more. It is a venue for hosting the meetings and workshops of the Urban Task Force; a working/conference and exhibition space as well a venue to facilitate the open dialogue with the public urban development interventions. It is established in the City's Cultural Centre, at the ground floor, in a historic building, easily accessible and a landmark of the city. Today, it operates with the support of the Municipality and is coordinated by a coordination committee consisting of the Planning and Development Direction of Kavala, the Development Department of the Public Benefit Organization of Kavala and the EU Programme's Office of the City.

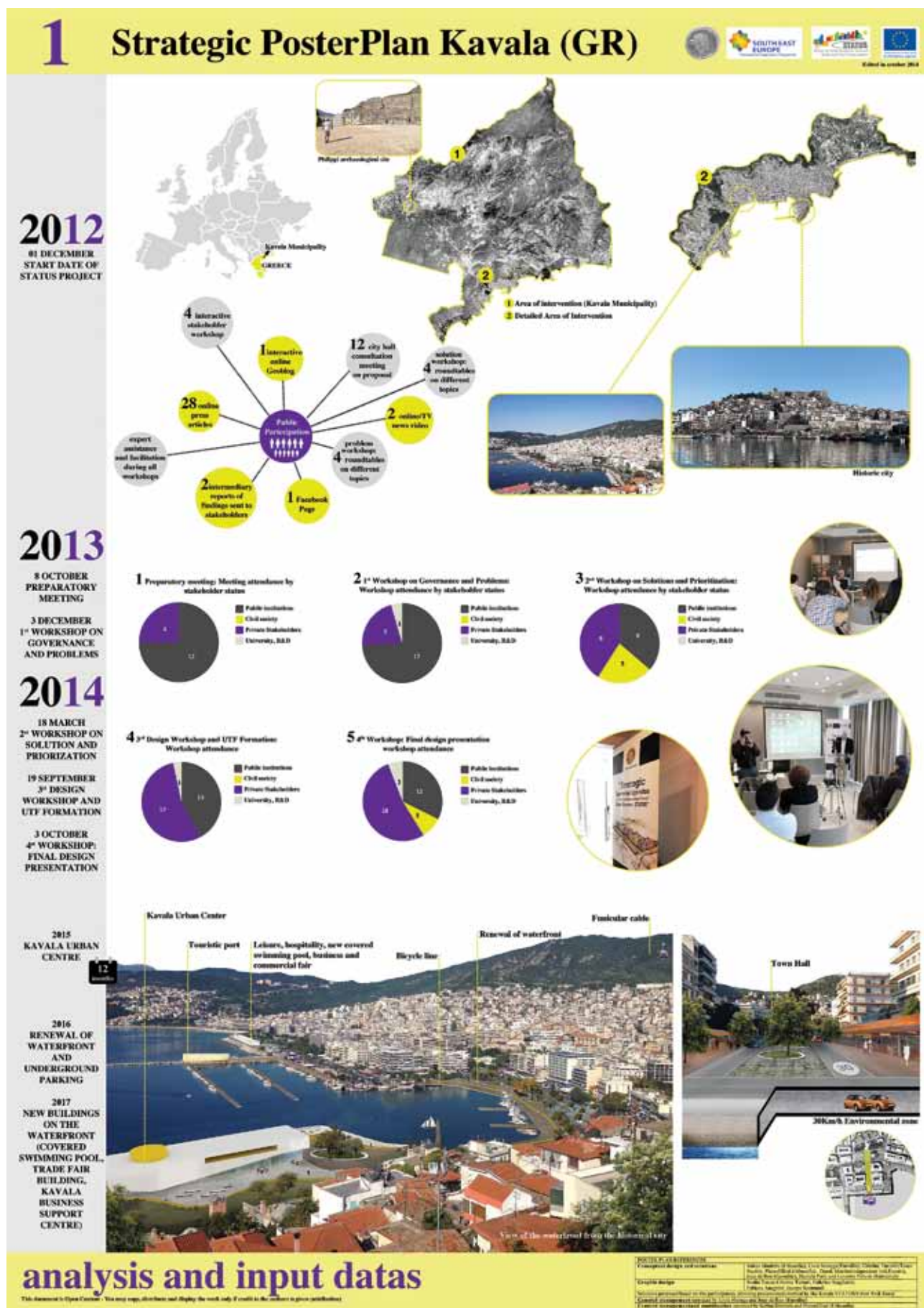
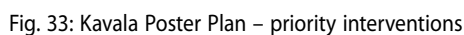


Fig. 32: Kavala Poster Plan







## INTERVIEW WITH THE LOCAL PUBLIC AUTHORITIES

*Dimitra Tsanaka – Mayor of the City of Kavala*

### *Why does strategic planning in your city matter?*

In 2010 all Greek local authorities underwent a reform of local administrations: one that was joining neighbouring cities in order to diminish the actual number of the existing municipalities and regions. In our city the result of this reform was the expansion of the municipality's border to also encompass the geographical area of the former municipality of Philippi. The duality of the landscape-the urban and coastal profile of the former municipality of KAVALA and the rural and historical heritage oriented profile of Philippi – created confusion to the new city's administration in their effort to provide a clear development vision. The STATUS project, by its methodology, provided the appropriate approach to tackle this strategic territorial planning exercise. The project constitutes the tool that helped us re-visit the two urban units and view them as one city with a specific strategic orientation and multiple assets to be valorized and exploited towards sustainable development.

### *How does the STATUS methodology, and its participatory planning approach, help your city?*

The participatory approach in planning has been vaguely explored so far in urban Planning in Greece. Citizens were lacking the mindset of engaging to open dialogue with the municipality on future projects that introduced interventions at the city. The STATUS methodology provided the framework to initiate this dialogue and guided us towards projects derived from the grass roots level responding to the actual needs of the citizens.

### *What is the advantage of shaping a development agenda for your city together with a broad range of stakeholders?*

Even the most well designed territorial agendas cannot provide sustainable projects without public consensus. We consider it an achievement that this agenda has been co-designed together with local stakeholders and therefore respond to what people consider important for their well being. Initiating and coordinating a broad participatory process in planning is not an easy task. However, it is always considered as one of the main Parameters leading to the success of an urban agenda and secure sustainability.

### *What are your expectations, especially in using EU funds, after the STATUS planning exercise?*

The Status Project methodology assisted us in aligning our urban development visions to the objectives of Europe 2020 as well as helping us to prioritize the proposed projects according to their possibility of financing. Moreover, it assisted us in grouping small projects into an integrated project idea that could be easily supported by all modern structural funds such as the Community Led Local Development Programmes and the Integrated Territorial Investments ones.

### *What would you change in the SEE programme?*

As Lead Partner in the STATUS project, we have been responsible with coordinating and reporting for the entire project partnership, consisting of 21 partners in total. The most challenging aspect of implementing a project under the SEE programme was the lengthy bureaucratic procedures in implementing the project as well as the complex financial reporting procedures. It took a significant amount of time and investment in man months to coordinate the project and we were left with minimum time to actually implement and develop the extremely interesting, relevant and useful content of it.

## ABRUZZO REGION

# DISTRICT RIVER OF TORDINO: A TERRITORIAL STRATEGIC AGENDA

*Arch. Giulia Rosaria Taraschi – Abruzzo Region External expertise*

*Phd. Luca Iagnemma – Task Force of the Abruzzo Region Environmental Authority*

## 1. Relevance

In the context of the STATUS project's goal to define a planning process which identifies a balance between instances of bottom-up and top-down solutions on the territory, the participation of the Abruzzo Region as a territorial partner has represented a good opportunity to plan actions and development policies of the regional systems and to realize a practical model of coordination between entities responsible for planning and local stakeholders.

The strategic value of the Abruzzo Region is based on its location and on the connected mobility between the Adriatic coast and the Tyrrhenian. It has been for years a very competitive and dynamic area especially in the manufacturing sector. These features and activities can be easily adopted in other similar areas. The Abruzzo Region has achieved it by designing the Strategic Territorial Agenda of the District of river Tordino as a reference for other medium and small cities. The area of intervention is characterized by high values, both cultural (historical settlement and the town of Teramo) and natural (the environmental continuity on the river system that goes from the Gran Sasso National Park up to the Adriatic Sea). It has a strict relation with the industrial and the residential settlement in the valley as well as with the traditional settlements of the hill system.

The District of river Tordino represents the opportunity for the development as the place for realizing an innovative project whereby policies and plans directed to water quality and landscape redevelopment are linked to a social plan to appraise and promote new fruition ways, compatible with the Tordino river protection. The territorial theme has been realized through the instrument of the River Contract "Tordino River". The formulation given to the project STATUS by the Abruzzo Region, linking the answers proposed in the Strategic Agenda of the river Tordino to the European Funds 2014-20, will

allow an accurate check of the implementation phase of the interventions in the technical-economical and environmental sustainability (through the Environmental Authority of the Abruzzo Region).

## 2. Current state of affairs

There have been two main kinds of multidimensional problems which overlap the given sector: THE PERFORMANCE OF THE CITY (in terms of quality of life, provision of services and urban competitiveness) and THE RISK OF FLOODING. The first one relates to the need for a strategic vision aimed at creating a system of urban centers, pursued by a structural intervention: strengthening of a system of integrated urban public transport as a prerequisite for a re-thinking of the overall operation of the valley floor linear system. From the analysis, a number of central places within the Tordino settlement system and the coastal area Giulianova / Roseto have been highlighted, among which the following can be assumed:

- a territorial value system of services (home of public functions, research centers, production sites for cultivation of excellence, locations of services and seats of the universities)
- a community facilities system – system of centers and commercial poles.

The second problem is the risk of flooding: the territorial stretch is characterized by a marked narrowing of the flood plain due the presence of infrastructures parallel to the riverbed. In cases of flood events, the section of the riverbed appears inadequate to runoff, with a significant risk of flooding to neighbouring settlements and infrastructure.

### Biodiversity:

- Lack of funding

- Habitat fragmentation
- High levels of bureaucracy authorization processes
- Abandonment of the paths
- Lack of space for leisure and recreational activities

#### Environmental issues/components:

- Difficulties in monitoring
- Pollution and risk of health
- High costs for the treatment of waste and water
- Loss of land – loss of agricultural land

#### Agricultural soils and landscape

- Urban sprawl

#### Residential settlements and production facilities settlements:

- Difficulties in the implementation of services and facilities;
- Need for new infrastructure;
- Lack of identity public spaces;
- Difficulty of completion of the city;
- Excessive overbuilding;
- Degradation of the urban system;

#### Competitiveness, sustainability, accessibility

- Difficulties in management of environmental issues
- High social conflict
- Incoherent superposition of planning instruments
- Differentiation of real estate values
- High costs in the management of public networks
- Inappropriate services, high costs borne by citizenship

#### Decision and participation

- Difficulties in participating (no shared choices)
- Differentiation of real estate values
- High costs in the management of public networks
- Risk of inappropriate services / high costs borne by citizens

### 3. The Regional Task Force

In a bottom-up planning process like the STATUS project it is necessary to set up a Regional Task Force to pursue the actions foreseen in the Strategic Agenda and ensure the implementation of the planned interventions. The Abruzzo Region has applied the method of STATUS to the case study of the River Tordino and necessarily used the already established steering committee of the Tordino River Contract as the main element of the Regional Task Force. For planning, environmental integration and sustainable development issues the Task Force of the Environmental Authority is active as a technical support group.



Fig. 34: District of river Tordino (problems)

### 4. Providing solutions for identified problems

The workgroups had addressed the most important sectors of interest for the territorial partners, within which the focus problems have been identified in the first Workshop. The groups have worked to:

- Elaborate on possible solutions to the aforementioned problems, using SMART criteria to define them: specific, measurable, attainable, relevant and time bound.
- Identify the proposals directly on a Regional plan
- Associate proposals with funding opportunities from the new 2014–2020 programming period.
- Prioritize within the working group the possible projects;
- Assess potential conflicts or positive synergies of the projects.

#### Biodiversity

- Increase Funding for the conservation of biodiversity (finance management plans of protected areas, include compensation for activities in protected areas).
- Create the connection points between islands of biodiversity and protected habitats and identify those areas for strategic environmental continuity in order to preserve them.
- Define clear authorization frameworks and implement comprehensive plans with land use such as to preserve and protect the areas of high natural value.
- Finance and protect agricultural uses as functional parts of the territory to ensure continuity and biodiversity.
- Planning space for leisure and recreational activities and urban green spaces.

#### Environmental issues/components:

- Increase environmental monitoring systems.
- Increase and make more effective strategic environmental assessment.
- Reduce the sources of pollution and risk activities for the area.

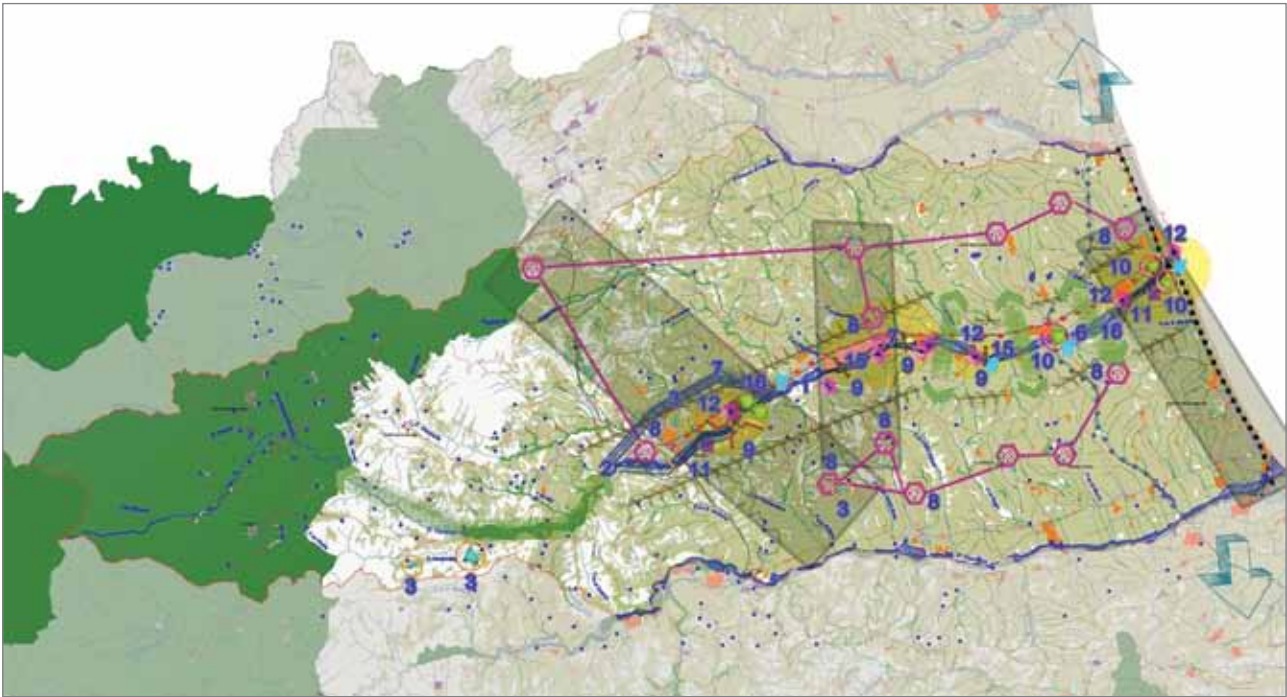


Fig. 35: District of River Tordino (solutions)

- Integrated management for the treatment of waste and water.
- Increasing policy performance.
- Increasing the level of recovery and reuse of waste, increase the system for energy saving and reduced resource consumption.
- Encourage farming and maintenance activities in the area.

#### Urban frameworks:

- Redesigning the urban space, residential development and production in order to increase the quality and the provision of services and facilities.
- Reduce the landslide risk.
- Connect with the major infrastructure networks in the area.

#### Agricultural soils and landscape

- Finance and facilitate activities and agricultural use of soils

#### Residential settlements and production facilities settlements:

- Redesign and adapt the system of equipment and services.
- Recover unused industrial areas with multi-sectoral and multi-use urban projects.
- Complete and implement public spaces for residential developments.
- Build strategic projects of community interest.

- Check the building works.
- Improve overall urban quality.

#### Competitiveness, sustainability, accessibility:

- Create social inclusion.
- Make consistent and synergistic planning tools and general industry.
- Reduce the cost of managing the city's public services.
- Check the property values of the settlement.
- Get standard equipment services for citizens.

#### Citizenship rights and performance of the city:

- Increase urban quality.
- Building a shared system of administrative choices.
- Increase the efficiency of investment spending and the use of structural funds.

#### Decision and participation:

- Increase participation in community decisions.
- Realize strategic plans with clear objectives scenarios.

## 5. The Poster Plan

The idea of development is based on the ability to reorganize, according to an original and innovative design process, way of exploiting cultural resources, human resources, production, environment and infrastructure of the area, anticipating economic growth and employment locally. The project is the result of a reflection on the socio-economic dynamics and system policies to promote local development, and therefore a devel-



opment strategy that covers the whole territory of the Tordino valley. It refers to a "unifying theme" of a "unique distinctive concept of area" perceived as such through the concept of a sustainable touristic development in the territory. The project aims to explore the opportunities of finding a variety of energy and correspondent environmental practices that not only have value per se but also promote socio – economic and cultural benefits through the improvement of tourism and other economic activities resulting in an increased well-being for the entire Tordino Valley.

## **6. Future scenarios and implementation of the Status Project**

The Abruzzo Region will promote the establishment and implementation of a Project STATUS2 in order to complete the

path and to maximize the results. The implementation phase and with it the monitoring activities will be developed and followed to ensure even at this stage routes of shared knowledge and participation. For these phases the project Status2 will establish and apply tools for evidence of the paths of implementation, the results of monitoring and evaluation and the selection of the answers to the possible realignment of project activities and the Action Plan of the Tordino River. The Abruzzo Region is currently developing another UE project trasfrontaliero called SPEEDY (Shared Project for Environmental Evaluation with Dynamic governance) which aims to build shared tools for strategic environmental assessment. This knowledge and the output products could be integrated and detailed in the Project STATUS 2 for the part relating to the sustainability of the choices and the environmental monitoring of implementation.

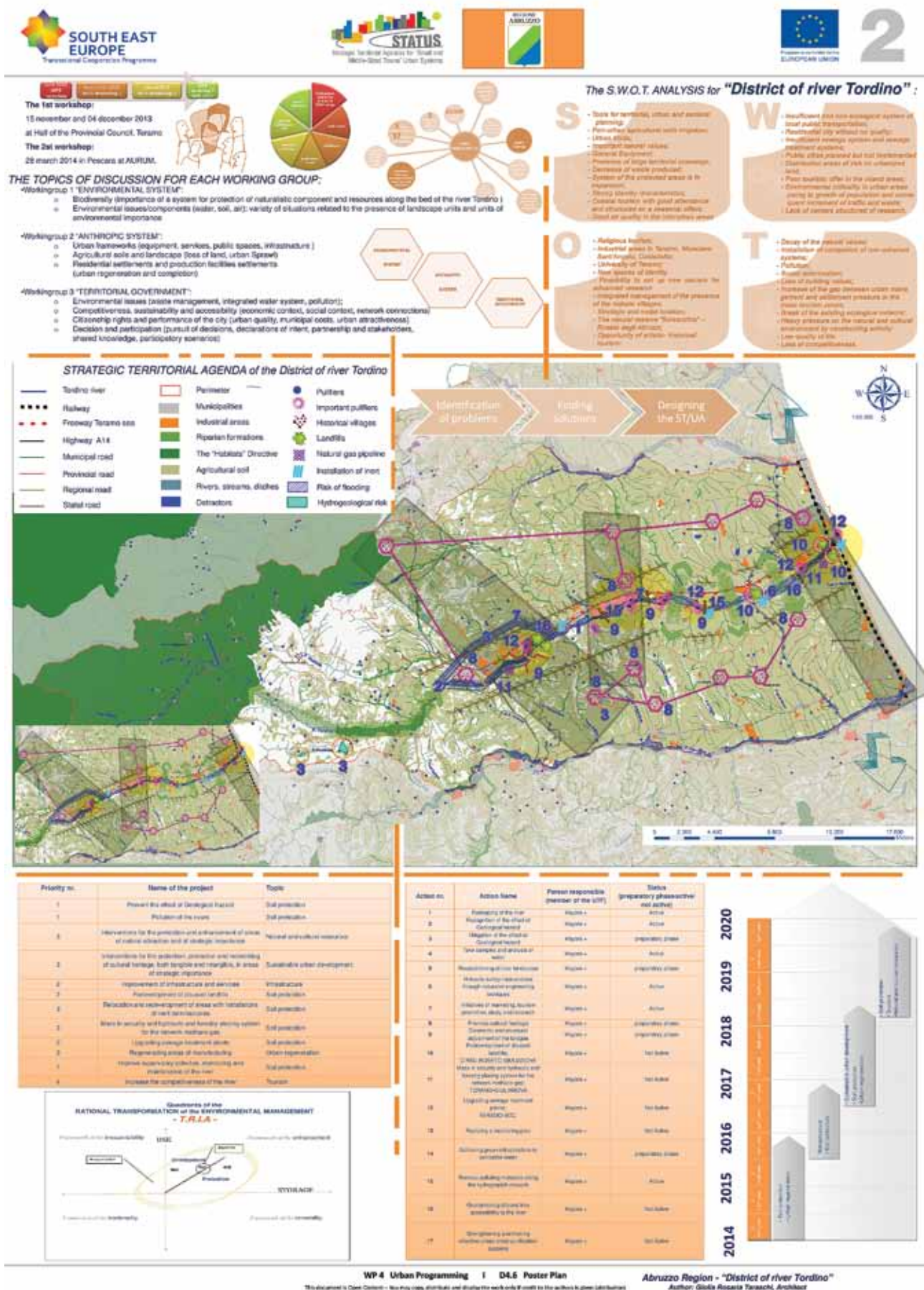


Fig. 36: Abruzzo Region Poster Plan

## PROVINCE OF FOGGIA

# A TERRITORIAL STRATEGIC AGENDA

*Adele Celino – Urban and Territorial Planning Expert, Province of Foggia consultant*

*Giovanna Caratù – Urban and Territorial Planning Expert, Province of Foggia STATUS Content Manager*

## 1. Relevance

The Tratturi System is an interregional network of pathways along which the historical phenomenon of transhumance took place. Today such paths have a strategic value from territorial and historical point of view, even if no strong strategy exists that could support a real development of the area.

In STATUS, the Provincia of Foggia has proposed the project of protection and enhancement of the tratturo Pescasseroli-Candela as a pilot case. The area of such a tratturo covers around 450 hectares, as main way, and 2.500 hectares, as annexed area. It is a poor and marginal area with subsistence economy based essentially on traditional farming. Income per capita is the lowest among European countries. However, the territory is rich both in natural and landscape resources of high value, as well as in widespread cultural resources.



Fig. 37: The Pescasseroli-Candela tratturo

## 2. Current state of affairs

The three main problems addressed and the related identified opportunities are the followings.

### A. Collaboration at different levels

#### Identified problems

There is a lack of coordination and planning oriented towards the preservation and development of the tratturo and a comprehensive and coherent strategy to encourage the individual actions of local actors. The cooperation between local actors is lacking at the moment.

#### Proposed solutions

- The vision of tratturo of Pescasseroli-Candela must be introduced in a system vision;
- at regional level, the tratturo must be connected to the regional network of the tratturo, to the infrastructure system for soft mobility and to the regional ecological network;
- at interregional level, the tratturo must be connected to the natural Italian paths;
- at transnational and European level: by relating the path of the Tratturo Pescasseroli-Candela with the other trails of transhumance in Europe.
- A consortium and a control booth, with role of coordination, are needed to participate at the negotiating tables. The Consortium should be interregional and directed by trade associations and by local governments.

### B. Recognizability

#### Identified problems

Even if the tratturo is a good of inestimable value, it is not always visible by the local community that seems to be indifferent to the issues of its protection and valorization. This is, in part, because of the fact that the tratturo has lost its original function and, consequently, it is increasingly losing its accessibility, its continuity and the set of elements that make it recognizable.



### Proposed solutions

- The tratturo has to be clearly identified in order to enhance the community's ability to recognize it.
- Land art installations along the Pescasseroli-Candela track may contribute to focus on the most significant places and make the area of tratturo an open-air museum; such installations may be inspired by the themes of farming and the rural world.
- Promotional events could contribute to focus on the protection and valorization issues.
- Educational programmes should be based on active citizenship and on the ability of the community to maintain its territory.

### C. Physical accessibility

#### Identified problems

- Not all of the tratturo is practicable because of the several interruptions along the route. During plowing operations, farmers divert the waters on the tratturo making it not usable; in some cases, the tratturo is occupied by crops.
- It lacks a continuous maintenance of the area and waste is often deposited.

#### Proposed solutions

- Some interventions are necessary for the physical protection of the territory, including an appropriate system management and maintenance.
- The local nature and culture must be promoted by trained guides.
- Everyone should have the opportunity to walk along the tratturo, perhaps using new technologies.
- The "concessions" to the farmers must be sustainable and must be controlled to achieve the planned goals.
- The slow mobility has to be organized: the tratturi are natural equestrian roads and they can become cycling routes, hiking routes and routes for people with disabilities. Different venues should be organized in the farms and taverns, which are currently uninhabited; the historical tratturo requires places of exchanges and facilities for all kind of users.
- Actions are needed to ensure both the cleaning of micro landfills that now exist along the path, and overall safety along the tratturo.
- The tratturo must have access gates to the park.

## 3. The Territorial Task Force

The process of designing the Strategic Territorial Agenda (STA) has followed three main steps: identification of problems, finding solutions and designing the STA.

The participation planning process was organized as a sequence of events in a continuous, evolving, and action-oriented process. The three workshops have been considered as a great opportunity for local actors to discuss, all together, the future of the tratturo area.

The province of Foggia constituted the task force in an informal way, by realizing a structure without legal personality and based on a partnership agreement signed between the stakeholders.

The partnerships agreement was signed in October 2, 2014 and it suggests the collaboration between the province of Foggia and the other underwriters that create a Territorial Task Force (TTF) and undertake to the formation of a Territorial Center (TC).

The Agreement aims to ensure new opportunities for planning and cooperation through the coordination and continuous consultation and through the reciprocal use of structures and/or the mutual promotion of initiatives.

The Province of Foggia plays the role of coordinator of the TTF; other partners have identified the role they have to play in the Center; each of them is responsible for one or more projects.

## 4. Providing solutions for identified problems

The goals of STA are essentially: procedural goals and content goals. From the procedural point of view, the ambition of the Agenda is to activate different networks of action with variable geometry that can also work independently from each other. The STA was designed taking into account that the partnership and networks are adaptive and evolving, depending on occurrences. The key idea was that the STA could contribute



Fig. 38: STATUS Workshop



to create new action networks in an area poor of opportunities to collaborate: in designing the strategic vision of the tratturo area, stakeholders have to recognize their role, their resources and their potential for the enhancement of the tratturo.

From the point of view of content, starting from the existing planning tools and mainly from the P.O.I. (Integrated Operational Plan "Renovation and development of Pescasseroli-Candela), the STA 2030 of the area of tratturo Pescasseroli-Candela is built on a strategic vision (and a challenge) oriented to make tratturo's areas:

- identifiable/visible: to ensure its formal recognizability as a territorial object;
- usable: to promote it as an attractive area;
- continuous: to safeguard unity of its different dimensions from cultural, ecological and physical point of view.

In the past, the routes of transhumance have forged the territory, namely the territory was transformed in function of the pastoral activity but today they have lost their original function. The Pescasseroli-Candela tratturo is, and remains, a path but it has other recognizable features; these are the features of: terrestrial ecological corridor, natural course (on foot, on horseback, by bicycle and for different types of users), open-air museum. Therefore, the possible interventions on the area should, on the one hand, bring the tratturo back to its original appearance (or at least keep it), giving it again its definitory characteristics and, above all, its spatial view; on the other hand they should propose the usability of tratturo in according to the new orientations and needs of the community.

The STA for recovery and enhancement of the Pescasseroli-Candela tratturo is regarded as "global project" (A COMMON VISION) consisting of a series of actions (COORDINATED ACTIONS/PROJECTS), all important, which should act almost simultaneously. The vision proposed by the STA could be summarized as below:

### *Tratturo as a greenway of the memory:*

- Visible, recognizable, continuous and accessible
- Secure and maintained
- Equipped for the new features/new services
- Promoted and advertised

In the scenario of the tratturo as a visible, recognizable, continuous and accessible greenway of the memory:

- The tratturo is clearly identified in order to enhance the community ability to recognize it;
- Appropriate signs increase its fruition;
- Everyone have the opportunity to walk along the tratturo, perhaps using new technologies (virtual recognizability are aimed at increasing the viability physical);

- Local actors plan and program in a coordinate and collaborative way.

In the scenario of the tratturo as a secure and maintained greenway of the memory,

- An appropriate system of management and maintenance protects the tratturo and its areas pertaining;
- The "concessions" to the farmers are sustainable and controlled to achieve the planned goals;
- Incentives are provided in order to orient current agricultural practices towards the protection and preservation of the landscape.

In the scenario of the tratturo as a greenway for the memory equipped for the new features/new services:

- The slow mobility is organized: the tratturi are natural equestrian road and they became cycling routes, hiking routes and for people with disabilities;
- The tratturo is connected to the regional network of the tratturi, to the infrastructures system for soft mobility of the regional ecological network; at interregional level, the track of tratturo is connected: to the natural italian paths of the tratturo and to the other paths; at transactional and european level the path of the tratturo pescasseroli-candela is connected with the other trails of transhumance in europe;
- The local nature and culture are promoted by trained guides;
- Local guides are trained and guided tours are organized on the territory, in order to structure an integrated tourist offer (an offer with also certified quality).

In the scenario of the tratturo as a promoted and advertised greenway of the memory:

- Promotional events contribute to focus on the protection and valorization issues;
- The receptivity is organized in the farms and taverns, which are currently uninhabited but all surveyed, to become a path, the historical tratturo requires places of exchanges and facilities for all kind of users. Markets of close proximity;

Educational programs are based on active citizenship and on the ability of community to maintain the territory.

The number of beneficiaries of assistance and services in the area involved agencies



2

# THE TRATTURO PESCIASSEROLI-CANDELA

Provincia of Foggia (IT)

the green way of ... the memory

2013

1<sup>st</sup> local workshop  
19.11.2013

2014

2<sup>nd</sup> local workshop  
25.02.2014  
11.03.2014  
18.03.2014  
25.03.2014

3<sup>rd</sup> local workshop  
07.07.2014

2015

2030

## Involved actors

The STATUS Workshops were organized as a sequence of events in a continuous, evolving, and action-oriented process. The STATUS workshop was the first opportunity where the involved participants could discuss, all together, the future of the tratturo



## Implementation



Action priority			
nr	Action Name	Responsible	Due date
1	Organizing the first 1000 annual meeting	Province of Foggia	1st quarter 2014
2	After dinner and public discussion of the 1000	Province of Foggia	1st quarter 2014
3	Agreement on the 1000	Province of Foggia	1st quarter 2014
4	Presenting the 1000 to the local community	Province of Foggia	1st quarter 2014
5	Presenting the 1000 to the local community	Province of Foggia	1st quarter 2014
6	Agreement on the 1000	Province of Foggia	1st quarter 2014
7	Organizing the 1000	Province of Foggia	1st quarter 2014
8	Organizing the 1000	Province of Foggia	1st quarter 2014
9	Organizing the 1000	Province of Foggia	1st quarter 2014
10	Organizing the 1000	Province of Foggia	1st quarter 2014
11	Organizing the 1000	Province of Foggia	1st quarter 2014
12	Organizing the 1000	Province of Foggia	1st quarter 2014
13	Organizing the 1000	Province of Foggia	1st quarter 2014
14	Organizing the 1000	Province of Foggia	1st quarter 2014
15	Organizing the 1000	Province of Foggia	1st quarter 2014
16	Organizing the 1000	Province of Foggia	1st quarter 2014
17	Organizing the 1000	Province of Foggia	1st quarter 2014
18	Organizing the 1000	Province of Foggia	1st quarter 2014
19	Organizing the 1000	Province of Foggia	1st quarter 2014
20	Organizing the 1000	Province of Foggia	1st quarter 2014
21	Organizing the 1000	Province of Foggia	1st quarter 2014
22	Organizing the 1000	Province of Foggia	1st quarter 2014
23	Organizing the 1000	Province of Foggia	1st quarter 2014
24	Organizing the 1000	Province of Foggia	1st quarter 2014
25	Organizing the 1000	Province of Foggia	1st quarter 2014
26	Organizing the 1000	Province of Foggia	1st quarter 2014
27	Organizing the 1000	Province of Foggia	1st quarter 2014
28	Organizing the 1000	Province of Foggia	1st quarter 2014
29	Organizing the 1000	Province of Foggia	1st quarter 2014
30	Organizing the 1000	Province of Foggia	1st quarter 2014

## The commitment!



WP 4 Urban Programming | D4.6 Poster Plan

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Fig. 39: Poster Plan Province of Foggia



# AN URBAN STRATEGIC AGENDA

*Serghei Culibaba – Local Project Manager*

## 1. Relevance

Given the magnitude of the challenges that human settlements pose, a development framework for these human settlements is required.

In this context, the elaboration of a Strategic Urban Agenda is the best option for urban development, which involves innovative participative urban planning and greater entrepreneurship and clear cooperation within all the spheres of local government.

Thus, involvement of the Balti municipality in the STATUS project is relevant given the lack of a long term development strategy (till 2020).

Through the strategy developed in the frame of the STATUS project, the municipality of Balti removes the following circumstances, which generate major problems in the urban areas:

- An extremely centralized approach to tackle urban issues;
- Uncoordinated investments at regional and inter-regional scale (especially in basic infrastructure);
- Lack of operational instruments for town planning (old normative and regulatory tools hinder transparent urban transformations)

- Creation of the Urban Task Force in the frame of Urban Operations Centre which will systematize the problems at municipality level and get all stakeholders involved in solving them;
- Creation of a centralized unique database technologies between local public administration and other structures (Registration, Cadastre, GLC, FISC, Registration Chamber, etc.);
- Capital repair of engineering networks (water, sewage and rainwater drainage channel) and reconstruction of roads;
- Renovation of cultural edifices;
- Construction of multi-parking in the area with sloping topography;
- Realization of bicycle routes;
- Creation of an integrated center which will provide advisory-formative services (for business start-up, business development, accessing funding, attracting investments for young people, women, etc.)
- Modernization of sports halls of educational institutions and social institutions, arrangement of sports fields in the neighborhood for ensuring free access of young people from different social groups;

## 2. Current state of affairs

After analyzing the current situation of the intervention area, three main problems were identified:

1. Public space issues and undeveloped infrastructure (engineering utilities, accessibility: parking, pedestrian runways/ access, connections, main transport infrastructure);
2. Few conditions for development of urban and natural environment (tourism-culture and sport, natural environment);
3. Decline period in the business sector and insufficient cooperation between different groups of stakeholders.

For each identified problem, the experts have defined solutions, which were prioritized depending on the necessity and possibility of implementation:



Fig. 40: Present situation: area of intervention

- Environmental projects with participation of the inhabitants: courtyards arrangement, separate waste collection, planting and greening, including the measures for preventing landslides, erosion and land terracing;
- Creation of partnerships between City Hall and USARB (Faculty of Law, specializing in Public Administration) – for the consultations and training / Training Specialists within the City Hall – training courses for specialists on departments;

### 3. The Urban Task Force

The Urban Task Force was created in the frame of the 2nd and 3rd workshop of the STATUS project. During the meeting, the "Regulation on the functioning of UTF" and the "Partnership Agreement" were drafted, with the experts involved in the working groups. The stakeholders who took part in the workshops are part of the UTF. Furthermore, the administration of the City Hall of Balti Municipality will support all the efforts of the UTF team experts.

The UTF, which consists of "Expert Teams" (ET), are divided in 3 working groups:

**ET 1 – economic field:** experts in the field of economic, finance and banking, business, tourism, infrastructure, architecture, law, trade, environmental protection.

**ET 2 – socio – cultural field:** experts in the field of education, social assistance, culture, tourism, infrastructure, architecture, law, environmental protection, health, sports, youth.

**ET 3 – the public space field:** experts in the field of architecture, urbanism, infrastructure, land, cadastre, land planning, legal, environmental protection, urban transport and other public services.

### 4. Providing solutions for identified problems

The identified projects are the solutions of major problems:

**Project: *Creation of a cultural – tourism area (from N. Iorga Street – M. Eminescu Avenue – Independence Square V. Alecsandri Place – Independence Street till Pushkin Street)***

The project involves improving road infrastructure (auto street, pedestrian street, cyclists route, car parking), developing installations for artistic illumination on buildings and monu-



Fig. 41: Maquette – proposal for area of intervention development

ments and applying decorative and architectural elements in the selected area.

The implementation of this project will solve the following issues: 1. Deplorable state of infrastructure; 2. Unattractive and insufficiently equipped public spaces; 3. Lack of cultural and tourist attractions; 4. Inadequate use of green spaces; 5. Outdated lighting system. The timeline of this project is 2015-2018.

**Project: *Creation of the recreational zone in the area of Canoeing Channel***

The project foresees measures to prevent landslides, cleaning of Canoeing Canal, connecting to the engineering network, modern equipment of the sports base, arrangement of the access road and cyclist routes, landscaping in the recreation area and creation of objectives for social and sports destination.

This project will solve the following issues: 1. transport flow in the centre area; 2. limited access to the sporting activities; 3. low remuneration of specialists in this field. The timeline of this project is 2015-2020.

**Project: *Creation of a Social Commercial Complex in the area of Agricultural Market***

Through the implementation of this project, the following issues will be solved: 1. congestion of "Stefan cel Mare" and "Kiev" Streets; 2. insufficient defence of interests and rights of business representatives. The timeline of this project is 2016-2020.

**Project: *Creation of the Regional "Business Centre"***

Through the implementation of this project, the following issues will be solved: 1. lack of production facilities and offices



in accordance with modern requirements; 2. lack of support for business start up (including young people and women); 3. Lack of integrated advisory and formative services for start-ups and business people.

The project supports the creation of a "Business Centre" for services of business support (as Integral Event Centre, Commitment Centre,) which provide the consultative – formative services (for business start-up, business development, accessing financings, attracting investments for young, women, etc.).

The timeline of this project is 2017–2020.

### **Project: *Creation of the network of cycling routes***

The project foresees the creation of cycling infrastructure: cycling paths, parking for bicycles. The topic is the accessibility of public services, tourism and sport, natural environment. The timeline of this project is 2015–2018.

## **5. The Poster Plan**

The Poster Plan represents the summary of the ST/UA in Balti Municipality.

The Poster Plan contains: map «Location of the Republic of Moldova at the international level»; map of Balti municipality; development plans; short textual descriptions about Balti

municipality and Intervention Zone «Centre»; Strategic Agenda objectives; implementation plan and brief description of each project and implementation plan, also, timeline consisting in workshops elaborated.

## **6. Urban Centres**

In the frame of one workshop (the 3rd workshop) the regulation regarding the creation and operation of an Urban Centre in the Balti Municipality was realized. The developed functioning regulation of the centre has been approved by the Municipal Council in November 2014.

The Urban Centre will be a division within the Local Public Administration and will be managed by the Project implementing team during project implementation. After the project's end the UC will remain a structure of the City Hall of Balti, financed from local budget. The next steps after project's end are:

- Naming the staff of the Urban Centre.
- Approval of the action plan for the next period (next year).

In November 2014, a round table with policy makers from Euro-region "Upper-Prut" and National related structures was planned to be organized in Balti municipality with the purpose to spread experience and promote UC as a tool for urban planning and development at the Euro-region level.



Fig. 42: Poster Plan City of Balti

## INTERVIEW WITH THE LOCAL PUBLIC AUTHORITIES

*Vasili Panciuc – Mayor of the City of Balti*

### *Why does strategic planning in your city matter?*

Strategic planning represents an organizational phase for more local authorities and for all project team members or stakeholders. Therefore, it is important for local authorities to be better prepared to flex or even substantially change their strategic thrusts and operational plans at local and government level as well as at higher corporate levels when fundamental, structural economical, political and social changes occur.

The Balti Municipality, as a major industrial, economic and cultural center of Northern Development Region of Moldova, often called "the northern capital of Moldova" needs new strategic participatory planning tools. Strategic Planning in the Balti Municipality matters a lot because it is tackling the problem of incoherent urban and regional development. First of all, our Municipality has only a General Urban Plan PUG 2005–2020, however the lack of a development strategy until 2020 has led to the need of designing the Urban Agenda, as a tool for sustainable and integrated urban development in line with 21st century standards. Secondly, the strategic plan will help the active stakeholders in the Project Status to identify urban issues on all key domains and to find and prioritize solutions to the most pressing problems.

The Central Area of Balti Municipality was selected as an area of intervention because it has more population and public utility objectives which fulfil important functions in the municipality. We are certain that the process of strategic planning helps stakeholders explore new urban situations, evaluate these situations and find comprehensive solutions to the complex problems. Urban strategic planning makes evident why one solution is better than another, and therefore helps to present the projects both clearly and convincingly. Also, strategic planning allows local governments to enlist the participation of social actors and achieve consensus about problems and projects and establish partnerships in the economical, social and cultural and management spheres aimed at proposing, implementing and evaluating projects.

### *How does the STATUS methodology, and its participatory planning approach, help your city?*

The STATUS methodology was a very useful tool for our city, because it helped local authorities in solving the problem of

incoherent urban and regional development. The STATUS methodology permits appropriate communication and planning from the start of the project work and establishes a means for managing projects more efficiently, as well as enabling the tracking of progress against and facilitating standardized reporting. It encourages a bottom-up approach to project management tied directly to the project life cycle phases and provides a more precise definition of the project and a framework of activities mapped to it.

### *What is the advantage of shaping a development agenda for your city together with a broad range of stakeholders?*

The process of urban strategic planning is a specific instrument of management which encourage citizen participation in local policy decisions.

From this reason, City Hall of Balti Municipality focused on attracting more private and civil organizations to participate in solving problems and shaping the city's strategic vision. As a result, we ensured the involvement of a large number of citizens (through representatives from civil society organizations), planning experts and stakeholders (both public and private), hereinafter referred to as local Urban Task Force, which became a constant generator of ideas and solutions for the cities issues.

I would like to mention that the Urban Task Force should meet constantly to monitor the implementation of Urban Agenda. Practically, the designed Urban Strategic Agenda is not a finished document, but a dynamic one, in continuous improvement.

### *What are your expectations, especially in using EU funds, after the STATUS planning exercise?*

The Strategic Urban Agenda allows the Balti Municipality to increase the absorption of funds for 2014–2020 programming period and to attract national and international investors.

After the STATUS planning exercise, Balti Municipality expect reliable partnerships for projects in future European pro-

grams 2014– 2020 in the Republic of Moldova, in order to find new opportunities to develop our city. Of course, we will use all of the main types of funding, including grants for specific projects, usually following a public announcement known as a 'call for proposals'. Part of the funding will come from the EU and part from other sources and public contracts, including public-private partnership. We would like to take all possible advantages to combine local and regional funding with EU funds.

*What would you change in the SEE programme?*

The SEE programme offers the best tools for urban development, thus I don't consider that there is anything to be changed.



# AN URBAN STRATEGIC AGENDA

*Herceg Novi STATUS Team – Municipality of Herceg Novi*

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## 1. Relevance

Newer legislation of Montenegro recognizes the importance of strategic planning in the path to European integration and overall development on state and local levels. In this regard, the Strategic Territorial Agenda is highly important for Herceg Novi due to its capacity to systematically and deliberately direct its future development, and utilize its territorial potential in the most rational and sustainable manner. The STA focuses on the two most relevant development strategic objectives: on the one hand, enhancing tourism development and making Herceg Novi an attractive destination in SE Europe, and on the other hand the development of an up to date and sustainable infrastructure for the whole municipality.

The two strategic objectives were explored and solutions developed for the Municipality as a whole, covering its entire area of 235 km<sup>2</sup>. Throughout the whole process the objectives were treated in relation to each other, and their mutual correlation and synergy was emphasized. Solving the crucial infrastructure problems is likely to significantly affect and support tourism development in Herceg Novi, while on the other hand, the higher aspirations and results in tourism are likely to attract new investments for furthering the city's infrastructure capacity.

## 2. Current state of affairs

Traditionally, tourism has been recognized a major economic activity in Herceg Novi Municipality. In addition for being a popular tourist destination as a sea resort, Herceg Novi is also well known for its healthy and healing resources and therapeutic services in the medical institute "Simo Milosević". Supporting further touristical development has been recognized as a major strategic development objective in a number of planning documents and tourism is placed among the key development priorities in Herceg Novi, both at national and local level.

Regarding infrastructure, all major national and local strategies and plans place it among the critical development issues of the Municipality. While a number of key projects have been started recently or currently are in the implementation phase,

like the waste water treatment plant or the solid waste plant, the level of infrastructure development is still seen insufficient and ineffective in meeting the needs of Herceg Novi. This refers to the road and transportation development in particular. Over the last twenty years Herceg Novi has experienced an economic decline. Once a prosperous municipality with diversified economy, Herceg Novi is nowadays struggling to provide adequate services and meet the needs of its citizens and requirements as a touristical destination.

In relation to the two critical issues explored by the STATUS project, the following problems were identified and addresses through the STA:

### *Priority problem 1*

Herceg Novi has **no development strategy** with clearly defined development goals and objectives. The shortcomings are visible in decision-making related to tourism development, especially regarding the allocation of land, and the way Herceg Novi is responding to potential investments in the municipality. The potential it has for tourism development, like cultural heritage, natural heritage and natural resources, is not visible enough and often not recognized as a development resource.

### *Priority problem 2*

**Development of public spaces**, as well as urban renewal and regeneration, which are the key determinants for making urban environment sustainable, liveable and attractive as a touristical destination, are marginalized and have not been fully explored as potential resources for the development of Herceg Novi.

### *Priority problem 3*

Although huge investments have been recently placed in improving **technical infrastructure**, and a number of projects are currently in implementation, Herceg Novi has not yet reached the stage that guarantees full infrastructure coverage of its territory and better service delivery to all of the municipality's inhabitants. On the other hand, the more advanced infrastructure systems and ICT tools are in the inception phase.

### *Priority problem 4*

The decision-making process is still burdened with past practices and **public participation is rather weak**. The issues of governance and local capacities for decision making are critical. Social informal networking is strong, although it has not been transformed into a format which supports the empowerment of local communities.

### *Priority problem 5*

**Mobility and accessibility**, especially in the central part of Herceg Novi, in the Old Town, and across the sea between the peninsula Lustica and Herceg Novi “Rivijera”, are challenged with the shortages in service supply and a lack of infrastructure.

## 3. The Urban Task Force

The Urban Task Force emerged from the participatory approach developed and executed throughout the project development. In the inception phase and during the first meetings the participants came mostly from the public sector, NGOs and citizens groups. However, over the course of the project the involvement of stakeholders got a more formal structure and gradually created a base for starting the UTF.

The Herceg Novi UTF gathers representatives of the Public sector, NGOs, civic group's members, planning and engineering experts, professional association representatives and National bodies' representatives. Most of the UTF members participated in the STATUS workshops or were informed about the project's development via media, in professional meetings or in direct contacts with the STATUS team members. They have, therefore, the required capacity and knowledge for monitoring the implementation of STA, and may also be involved in the STA's mid-term reviews and possible adjustments, as well as in providing assistance in solving unforeseen challenges over the agenda's lifetime.

## 4. Providing solutions for identified problems

The final lists of planned activities are the result of long-term and deliberate commitments, integrating opinions and knowledge of different public sectors, experts of different fields, as well as the exchange of experience with other territorial partners who sometimes experience the same and sometimes entirely different problems, given the different backgrounds.

The STA reflects the actual situation in Herceg Novi, and priority activities were recognized among a larger number of possible solutions, all of which are able to improve the capacity of Herceg Novi for change. All selected projects will contribute towards tourism development, and those which are

specifically targeting the infrastructure challenges will ensure better supply and safety of technical services, healthier environment and strong support for tourism development within the Municipality.

In addition, the selection of projects was based on their capacity to provide an added value in terms of territorial, environmental, social and economic sustainability.

Three main types of projects were established in the Strategic Urban Agenda:

- Projects providing good infrastructural equipment, connectivity, accessibility, and capacity for tourism development
- Strengthening of business environment, management, and capacities for spatial and tourist development
- Public spaces and urban renewal as vehicles for development of tourism and raising the quality of urban life

In order to successfully implement these solutions, the following has been outlined in the STA:

1. Full political support of the local government and relevant national bodies, i.e. accepting the STA as part of their obligations until year 2020;
2. Constructive cooperation and partnership with all relevant stakeholders, including NGO sector and citizens;
3. Development of the not yet utilized/scarcely utilized means of cooperation, such as the Private-Public Partnerships;
4. Including recommendations for sustainable long-term development into all development programs and projects, especially the priority projects determined by this project;
5. Ensuring effective monitoring and appropriate local legislation supporting feedback and corrections of the project in progress;
6. Establishing information support and raising the local government capacities, i.e. personnel in public enterprises and institutions for the STA's implementation;
7. Raising public awareness regarding the importance of their active involvement and participation.

## 5. The Poster Plan

The poster plan consists of several city maps, flow charts, diagrams and short descriptions illustrating the STA development process, methodology, involvement of the stakeholders as well as sixteen priority projects. The section on the stakeholders' involvement and participatory tools which were deployed throughout the process are graphically presented. All priority projects are presented in the poster plan, each one by a short description and corresponding visuals. Most of the priority projects are under preparation or have already been considered by the local government.

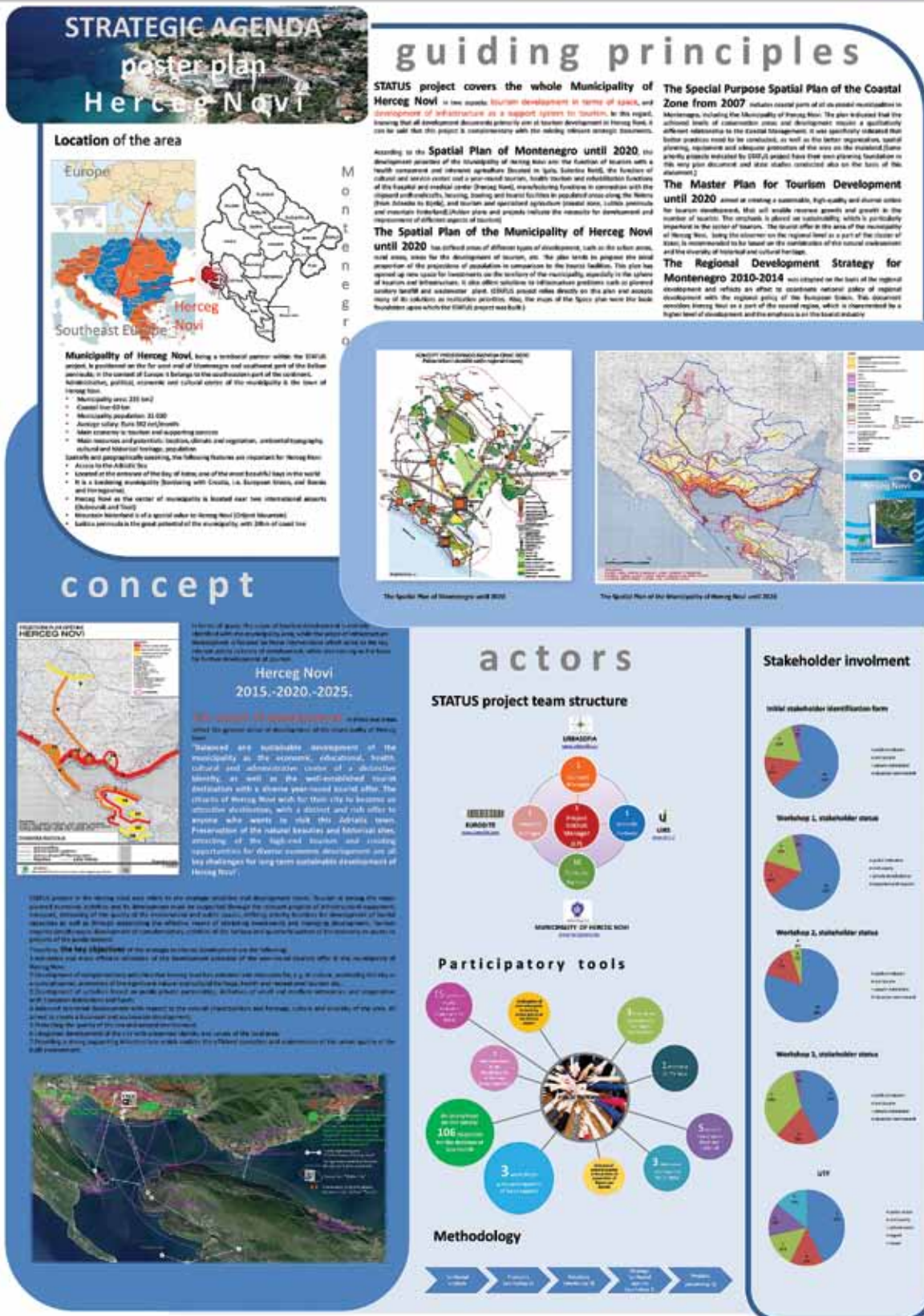


Fig. 43: Herceg Novi Poster Plan



# AN URBAN STRATEGIC AGENDA

*Crenguța Man*

## 1. Relevance

In Alba County, the STATUS partner is the Intercommunity Development Association Alba Iulia. This kind of cooperation programmes are not a break after so many implemented projects on financing within notoriety axes (POR, POS etc.), but opens the possibility to develop urban, technical and economic strategies, in Alba Iulia and AIDA. In this case, STATUS allowed us to develop a strategy for the development of the municipality of Alba Iulia, medium and long term, related with the present General Urban Plan designed and undertaken within the framework of the Local Council. This strategy definitely complements existing projects in development, while it also benefited from the guidance and monitoring of experts and professionals, representatives of institutions with proven abilities in the field of urban planning and strategy.

The vision for the development of local public administration transcends the strict interest of the city, and development initiatives are designed with the neighbors, with full awareness that development opportunities are greater if the polycentric area is valued and efforts are common.

## 2. Current state of affairs

The workshops held in Alba Iulia produced a considerable amount of usable data referring to the specific urban problems and possible solutions of the Municipality, which have exceeded initial expectations in both quality and quantity. Here is a list of present relevant solutions and issues to be addressed in strategic agenda.

- The Alba Carolina fortress does not function properly as the heart of the city: Its cultural heritage is not properly promoted (nationally and abroad), nor complemented by other urban functions, integrated into a wider circuit or made accessible through good quality tours.
- There is a disparity between the current size of the still-sprawling city and the urban networks that do not cover recently developed neighbourhoods. Subsequently, there are wide uncompact areas not covered by sewage, gas,

water and electricity systems, which also generate an overall fractured landscape of agrarian, vineyard and housing areas, mostly in the NW part of the city.

- Currently unused, weakly accessible and unequipped industrial areas (Saturn, Refractara, etc.) amount for large brownfield zones which do not function, produce or absorb labour. This aspect is exacerbated by the lack of a business activity center or industrial platform, which has been largely discussed by the business environment sector.
- The socio-cultural infrastructure is underdeveloped throughout all of its components – education and lifelong learning, health system, social welfare and, mentioned most often, culture: Alba Iulia lacks cultural landmarks such as a theatre, philharmonic, opera.

## 3. The Urban Task Force

Technically, the Urban Task Force can be described like this: apart from the representatives of the partner and local authorities (the city manager, municipal chief architect, directors of urban planning, environment, mobility and financial departments), the UTF will consist of the most interested and qualified urban actors from the private sector and civil society, with diverse origins (media, business, academics, NGO, health, cultural institutions etc). We currently count on more than



Fig. 44: STATUS Workshop in Alba Iulia



30 people who will invest in keeping the task force alive and functioning beyond the end of the project. AIDA recognized the importance of adapting the stakeholder pool to the results of the desk analysis revealing the most problematic sectors and has operated necessary changes in the list.

#### 4. Providing solutions for identified problems

Following the discussions in the workshops some solutions have resulted which should not be missing from the development strategy of Alba Iulia:

- Developing the vocational learning programme, specifically the one for tourist services, but also allocating space for and constructing nurseries, gyms, etc. together with other compatible functions in conjunction with these;
- Cultural projects in the city – those already hosted show there is much interest, so they have to be considered much more in the future;
- Proposals for the development of commercial activities and trade;
- Proposals for opening currently closed monument buildings to public in the effort of raising cultural attractiveness and the time spent in the Citadel;
- Proposals of creating an open-air museum possibly linked to the green networks.
- A reservoir lake on Mures River, of great use for the AIDA area as well (agriculture, rural areas – irrigations) and for energy, where a possible partnership with Hidro-electrica could be accomplished;
- A partnership with CFR cargo for a railway station near Alba Iulia to function as a transfer hub for intermodal links – Coşlaru station linked to the highway;
- Logistics park in the Sântimbru – Coşlaru – Oarda area;
- A sports facility is required along with cultural infrastructure: a multifunctional center for culture and sports, as well as for the image it reflects (architectural landmark);

As such, the following interventions were considered to be a priority in the city of Alba Iulia:

##### *Green space*

- Facilitating access to the landscaped Mamut Hill by providing the infrastructure for all ages and social backgrounds;
- Creating green corridors at city level attached to the great boulevards crossing the city E-W and N-S, encompassing the central area.
- Connecting green micro-spaces around the citadel through a pedestrian.
- Enlarging the green space surface within the citadel.

- Connecting the bicycle lane sections in a city-wide integrated system

##### *Public space and urban development*

- At city level, public space needs to be cultural – a strategic multi-functional axis needs to be identified; one should consider a multifunctional and friendly city, with pedestrian and bicycle paths;
- The demand for a dramatic theater and philharmonic should be given course, as should the one for gyms and pools (currently insufficient in number and equipment);
- Playgrounds for children in collective housing neighborhoods should be built;
- Creating bipolarity between Micesti neighborhood and the central area through another ecological axis;
- The former Barabant – Refractara site could be transformed into a technological and industrial park in order to attract investors in the area;
- For the industrial area, an eco-industrial concept should be the basis of future development;
- Applied research and the concept of certified organic productive area (Industrial Area Ecological Equipped);

##### *Soil pollution*

- Undertaking surveys and studies for the industrial areas in order to propose a convenient soil decontamination strategy – the groundwater is currently contaminated;
- Monitoring formaldehyde output from the Kronospan factory.

##### *Accessibility from outside to the city*

- A traffic node forms near the central bus and train stations, which might develop in a unitary manner, permitting the two functions to complement and reinforce each other. They are seen as a transportation hub and a key development area in the city, along with their relation to the Citadel (the main axis of the transport system);
- The priority is accentuating the train station – citadel corridor.

##### *Accessibility inside the city*

- Constructing an elevator at Gate 3 of the Citadel (similar initiative in the past; currently discussed – lifts, ramps doubling);
- Connecting the Citadel with the other landmarks and interest points: the 18th Century city and its monuments, the arboretum and major commercial areas (Bd. Transilvania);
- Encouraging living in the Citadel as well as commercial activities

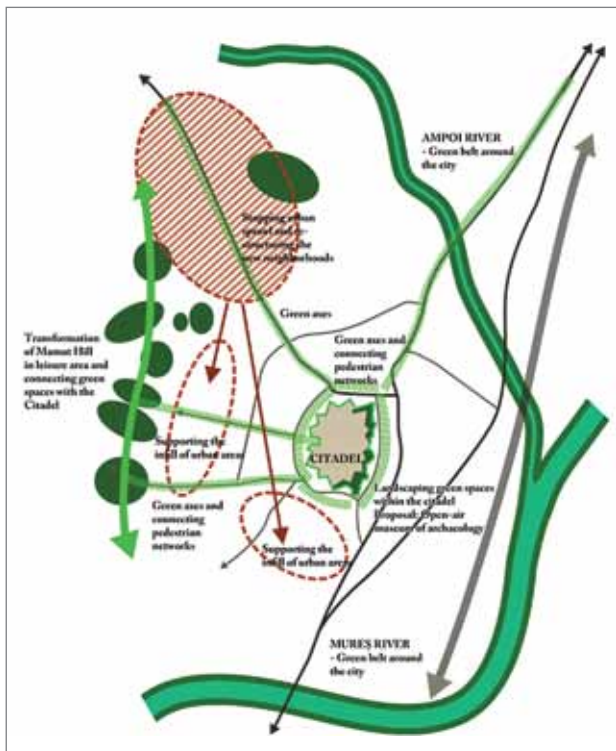


Fig. 45: Alba Iulia Green Space development

- Tourism training school located near the Citadel and the “city below” should be a strategic priority in terms of investment;

### *Business Sector*

To promote a responsible and sustainable future, the main actions regarding the business environment to be implemented are the following:

- Program and plan all territorial activities in an integrated way, close to the railways and to the future highway exit (multipurpose hub center);
- Build an agricultural center that should be integrated with a food market, to facilitate local farmers and distribute goods
- Build a business center in Citadel, where tourism agencies should be concentrated;
- Relocate and promote the industrial plant in a sustainable cluster, an Ecologically Productive Equipped Areas, where services and main networks are shared, outside the floodable river area;

## 5. The Poster Plan

The Poster Plan represented the visual representation of the main priorities of the Strategic Urban Agenda, containing information related both to the planning process and its final products.

## 6. Urban Centre

The need to create an Urban Centre focused on the most important features of the present headlines of the strategy which came out as a necessity during the discussions with the City Hall representatives and the general public. The urban centre should be ensured a proper management team that could develop the appropriate type of programmes within the center and ensure its financial and functional feasibility. Its main task is to provide human resource for monitoring the implementation of the key features of the strategy by means that are established in collaboration with the whole UTF. The team should be involved in projects that are compatible with the objectives and vision of the strategy.

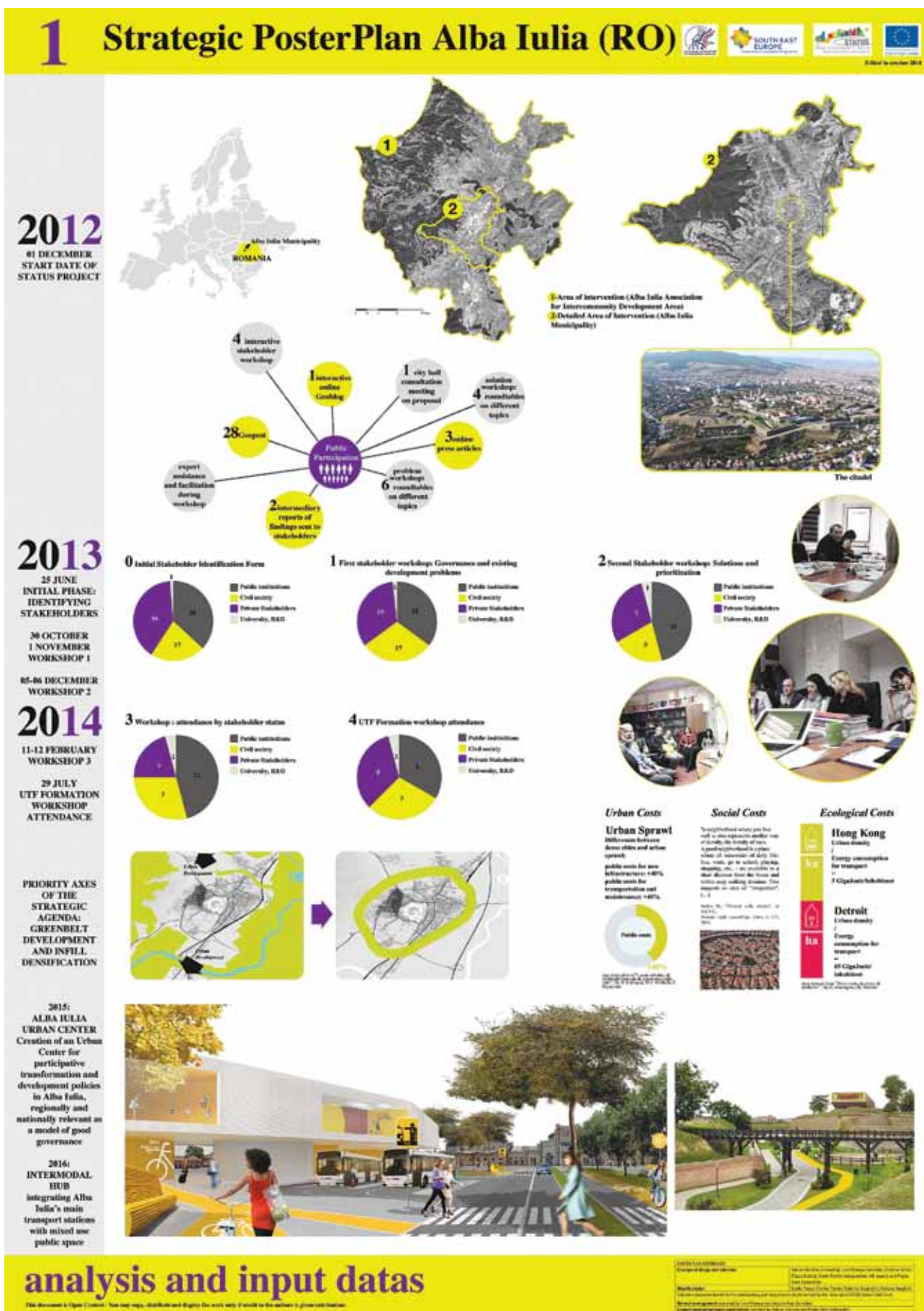


Fig. 46: Alba Iulia Poster Plan





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## INTERVIEW WITH THE LOCAL PUBLIC AUTHORITIES

*Mircea Hava – Mayor of the City of Alba Iulia*

***Why does strategic planning in your city matter?***

The reason that AIDA has become a partner of this project is just the obvious one. The vision for the development of local public administration transcends the strict interest of the city, and development initiatives are designed with the neighbours, aware that development opportunities are greater if the polycentric area is valued and efforts are common. Strategic planning fixes what was overlooked and improves the level of development of the city according to its actual needs.

***How does the STATUS methodology, and its participatory planning approach, help your city?***

STATUS methodology has become in real time a unique working tool by the way in which brings together dispersed elements from the society with relevance to the practice of some experts. Participatory approach of tackling the problems and solutions of development is the must-do in a period in which the administrative vision is required to be completed by those who actually live in the city.

***What is the advantage of shaping a development agenda for your city together with a broad range of stakeholders?***

The UTF will consist of the most interested and qualified urban actors from the private sector and civil society. In spite of the diversity of origin (media, business, academics, NGO, health, cultural institutions etc.), it will target uniformity in the pursuit of strategy implementations. We currently count on more than 30 people who will invest in keeping the task force alive and functioning beyond the project deadline. AIDA recognized the importance of adapting the stakeholder pool to the results of the desk analysis revealing the most problematic sectors in an agenda that will be operated from this moment.

***What are your expectations, especially in using EU funds, after the STATUS planning exercise?***

The future European budget allocation will be accessed as a direct result of STATUS strategic planning approaches and based on the appreciation of experts like the World Bank or on the results of economic researches of a prestigious company like Moody's.

***What would you change in the SEE programme?***

We consider that SEE Programme is an accessible programme which provides the opportunity to develop important projects for communities in South East Europe. We do not believe that anything should be changed in it.

# INTEGRATED STRATEGIC TERRITORIAL AGENDA

*Paul Pece – Executive Director Baia Mare Metropolitan Area*

## 1. Relevance

The Baia Mare Metropolitan Area considers that the design of a Strategic Territorial Agenda can aid in the prioritization of development in its territory, while taking into account the area's main comparative advantages – geographical layout, natural resources, cultural traditions - and fostering its competitive advantages – human capital, coherent economic structure, capacity of organization of the local administration.

The Strategic Territorial Agenda (STA) for the Baia Mare Metropolitan Area (BMMA) will take into consideration all of the 19 localities which are members in the intercommunity development association.

The reason why the area of intervention was selected to be the entire metropolitan area is that the metropolitan development approach aims to overtake and to settle the multiple pressures resulting from the changes in the economic system, in the development and planning system, from the distortions and diversified needs in the urban area to the ones in the adjacent rural area, in order to create a development nucleus in a coherent network at territorial level.

As such, the adequate capitalization of the potential in the city and in the bordering localities can contribute to the creation of a regional nucleus and the consolidation of the roles assigned to the partner entities at county, regional and national level.

The Strategic Territorial Agenda is based on the already designed Metropolitan Development Concept 2014-2020, which states that the development in the area will be realized in two different stages, by implementing programmes and projects in two areas of development:

- Stage 1: 2014 – 2020 period, for the 1st Development Area (functional urban area)
- Stage 2: 2020 - 2030 period, for the 2nd Development Area

## 2. Current state of affairs

During the first workshop, an analysis of the state-of-the-art in the Baia Mare Metropolitan Area was realized through discussions conducted with the participant stakeholders. Consequently, the main problems identified related to the following aspects:

- Poor state of the economy, explained by the lack of investors, investments, absence of a proper business infrastructure, limited financing opportunities and difficult access in reaching EU funding
- Environmental issues – pollution resulting from former mining industries, inadequate waste management
- Lack of citizen participation in decision-making processes at metropolitan level
- Social problems: unemployment, education, health
- Poor quality of network infrastructures
- Public transportation system at metropolitan level

Development barriers such as the instability of the economic sector, the under-developed political-administrative scene, the national legislative context, the lack of capabilities in developing public policies or the absence of participatory planning were highlighted during the workshop discussions as elements to be taken into account for the design of the Strategic Territorial Agenda.

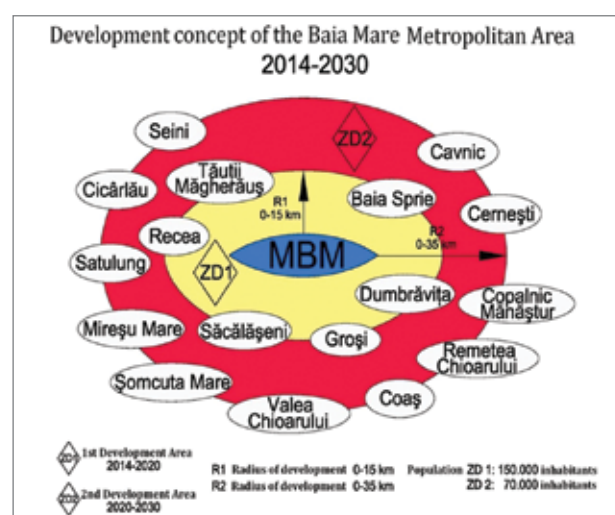


Fig.48. Development concept

### 3. The Metropolitan Task Force

The MTF is the executive entity responsible for preparing and monitoring the implementation of the Strategic Territorial Agenda and representing interest groups holding a stake in the implementation of the agenda: public authorities, private sector, education, NGO and social actors.

The MTF was constituted through the repeated distillation of the local Stakeholder pools involved in the participatory process of the workshops.

The MTF ensures that all partners interested in implementing individual projects understand their role and responsibilities in the strategy, including their interrelationship in the future

It will develop an effective work plan for all stakeholders involved in the implementation of projects and correlates the strategic agenda with the national and European funding opportunities for 2014-2020. Also, it will identify external partnerships and other opportunities for implementation.

The MTF will have the following specific attributions:

- Annual activity plan for the Strategic Agenda (activities, indicators, strategic partnerships, involved stakeholders, resources)
- Initiates discussions between authorities responsible for the planned projects and offers assistance
- Monitors the progress of the project and assists in overcoming obstacles for the timely implementation of the activities and projects;
- Organizes stakeholder meetings, Core Group attends management meetings with mayors/deputies

### 4. Providing solutions for identified problems

The development vision of Baia Mare Metropolitan Area is based on the opportunities generated by Romania's accession into the European Union for the capitalization of the local potential. As such, this is the main reason for the creation of a Strategic Territorial Agenda for the Baia Mare Metropolitan Area.

Furthermore, the anticipated increase of interest for investment in the BMMA means that the level of endowment in the territory will significantly rise and the partner Local Councils will have to efficiently manage the existing resources – human, real estate, financial.

Thus, the aim of the joint development vision of BMMA is to line up the social-economic objectives formulated by the



Fig. 49: Area of Intervention: Baia Mare Metropolitan Area

partners with the national and regional priorities and with the changes that currently occur in the spatial, economic and social dynamics of the area.

The scope of the Strategic Territorial Agenda for the Baia Mare Urban Functional Area is for the detailed area of intervention to be characterized by 2020 as an area with competitive economic concentrations, logistics and innovation centres, strongly connected to external markets.

In this context, a development vision was considered for both the urban area (detailed area of intervention – Baia Mare Functional Area) and for the rural area (developed in a second phase, from 2020 to 2030).

#### *Development vision – competitive economic metropolitan development*

The economic development of the BMMA is seen in close relationship to its endogenous potential. As such, the creation of a furniture industry cluster in the 1st area of development is considered to be a priority within the next 6 years, as a complex project that will also benefit from priority projects and actions related to capacity building at local level, infrastructure development, redeveloping of derelict industrial platforms or incentives given to potential investors.

#### *Development vision for the urban areas*

From the point of view of the efficient use of public services and utilities, the economic and social development of BMMA will have to be supported by the public and/or private institutions involved in the public services offer, in order to take mutual decisions with respect to the places where public in-

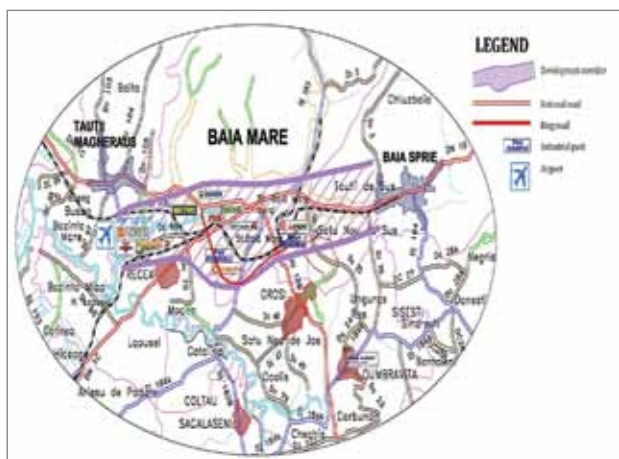


Fig. 50: Detailed Area of Intervention

vestments should primarily be carried out, and the economic growth will have to be stimulated.

Public utilities such as water, sewage systems and gas will have to be expanded in order to stimulate the economic growth and to provide viable economic alternatives for the future locations of residential and/or business areas.

### *Development vision for the rural areas*

The provision of public services and utilities in the rural localities should lead, on medium term, to a higher level of comfort for the inhabitants and attractiveness for new investments. The ensuring of accessibility to localities and of a higher degree of mobility for the inhabitants will also facilitate the functioning of BMMA.

The main objectives of the Metropolitan Territorial Strategic Agenda are:

- A. Functional urban area with competitive economic concentrations, innovative and logistic centres, strongly connected to the external markets
- B. Smart specialization and consolidating the innovative process in a synergic „4-leaf clover” system, sustained by research and formation.
- C. Local sustainable development based on partnerships and strong urban-rural connections, by stimulating productive agriculture and eco-tourism.
- D. Integrated and sustainable public services systems, including public transportation
- E. Smart governance and contextualization of active participation at metropolitan level

## 5. The Poster Plan

The Poster Plan is a graphically presents the main provisions of the Strategic Territorial Agenda in the Baia Mare Metropolitan Area. It provides both an outlook into the state-of-the-art of certain sectors such as mobility or green-blue corridors and a graphic representation of the priority projects to be carried out in the entire metropolitan area.

## 6. Urban Centres

The physical space, the locale of the Metropolitan Center in Baia Mare, lies its premises at the headquarters of the Baia Mare Metropolitan Area Association (Gheorghe Șincai Street, No. 37, Baia Mare 430311, Maramureș County, Romania) covering several office rooms and a potential exhibition space, with the purpose of discussing and exchanging ideas on potential projects for the city, opening in the inner courtyard, similar to an agora.

Its setting is in the Old Town of Baia Mare, recently rehabilitated, nowadays constituting the lively heart of the city – a location benefitting of good accessibility and well-rated collective perception.

These considerations, added on top of the fact that its maintenance does not imply additional financing costs – functioning also as headquarters for the BMMA Association – makes it a highly attractive and resilient container for the deployment of the Metropolitan policy aggregations.









## Development Schemes

### Objectives

- Functional urban area with competitive economic environment, innovative and logistic centres, strongly connected to the external markets
- Smart specialisation and consolidating the innovative process in a synergic „4 leaf clover“ system, sustained by research and innovation
- Local sustainable development based on partnerships and strong urban-rural connections, by stimulating productive agriculture and eco-tourism
- Integrated and sustainable public services systems, including transportation
- Free it governance and contextualisation of action participation at metropolitan level

### Public Services



### Sustainable Local Development



### Economy and Cluster Specialization



## Implementation

Development vision – competitive economic metropolitan development  
 a the creation of a functional industry cluster in the Sub-area of Development is seen as a priority within the next 6 years

a coordinated project capacity building, infrastructure development, innovation of digital industrial platforms, incentives for potential investors

### Development vision for urban areas

public and private institutions involved in the public services offer have part in the Metropolitan Task Force in order to become a central organisation of urban and economic development growth

expanding building at the level of the local public administration and the university in order to ensure the implementation of the second industry cluster in the Baia Mare Functional Urban Area

### Development vision for rural areas

ensuring a greater degree of mobility for the inhabitants as an incentive for the development of the Metropolitan Area

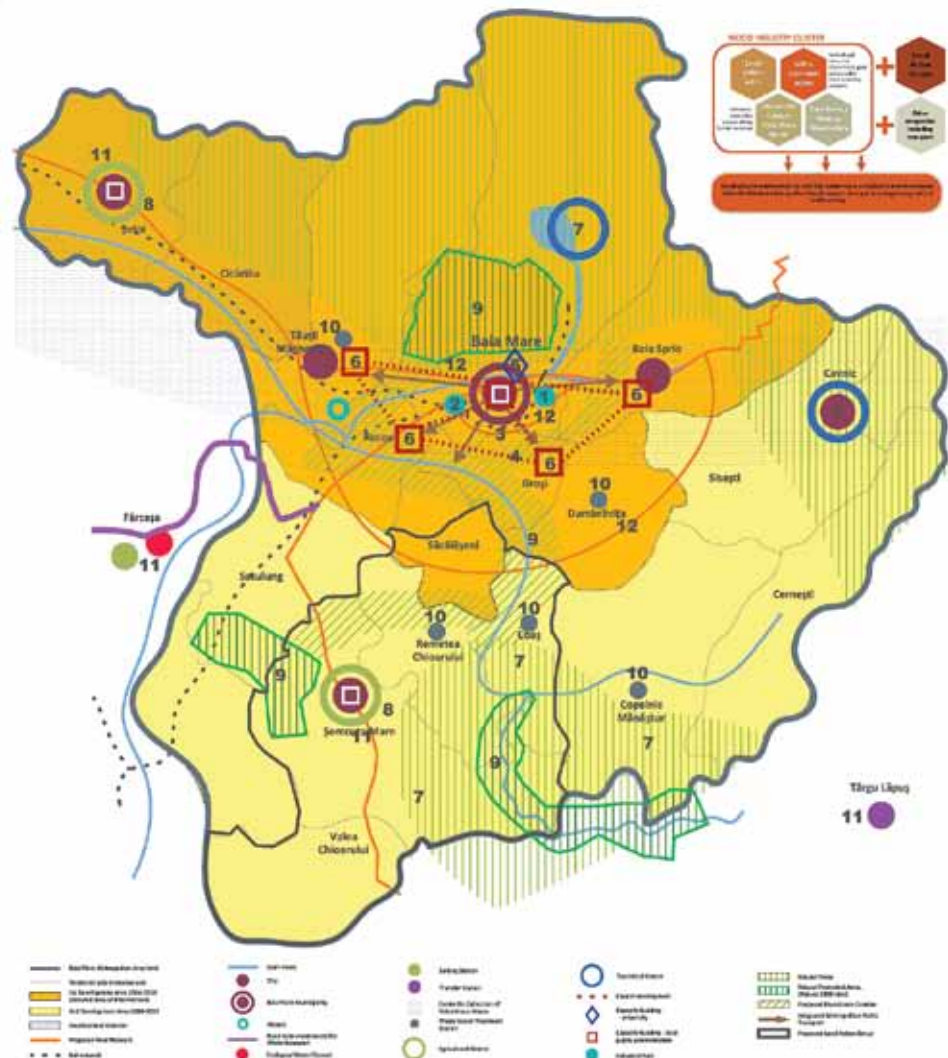
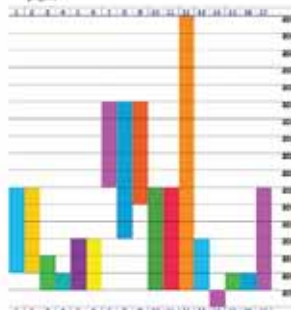
expansion of the rural landscape and heritage and promotion of rural tourism

arrangement of agricultural activities on farms with potential and creation of green protective belts around urban areas

Metropolitan Task Force the main structure in charge with the implementation of the Strategic Territorial Agenda. Principal mechanisms have been established for each priority project in order to ensure that it is possible to implement them until 2030.

## Priority Projects

- Project 2016 – Baia Mare Industrial Park on the CORROCOR platform
- South-Baharal Park
- Facilitating the localisation and development in productive area of companies companies in the domain of waste, food and electronic equipment industry
- Operationalisation of the functional industry cluster
- Developing the capacity of the South Technical University – Baia Mare Centre
- Developing the capacity of the local public administrations in order for them to become a competitive partner for the cluster
- Development of tourism and eco-tourism in the Baia Mare Metropolitan Area
- Competitive local industry – development of local food chain
- Consolidating the Green Network at metropolitan level
- Implementing the Water and Sewage Management for the Western County at metropolitan level
- Implementing the National Strategy for Water Management at metropolitan level
- Realising and implementing an Urban Mobility Plan in Baia Mare and the surrounding areas
- Development management competences and instruments for Public Administration
- The creation and institutionalisation of the Metropolitan Task Force and its collaboration protocol with the Baia Mare Metropolitan Area Association
- Establishing the territorial pact for integrated urban-rural development
- Realising an investment map at metropolitan level
- Management of the project portfolio at metropolitan level by a specialised group and the creation of a common database for these projects



WP 4 Urban Programming | D4.6 Poster Plan

Fig. 52: Baia Mare Metropolitan Area – Detailed strategy of intervention

## INTERVIEW WITH THE LOCAL PUBLIC AUTHORITIES

*Paul Pece – Executive Director Baia Mare Metropolitan Area*

### *Why does strategic planning in your city matter?*

Baia Mare City has a major role in the process of planning the urban and metropolitan development, due to the cooperation with the neighboring towns and communes that are part of the metropolitan area, based on an existent Strategic Development Concept.

The Baia Mare Metropolitan Area and Baia Mare City are constantly preoccupied with the management of urban and metropolitan development, especially concerning the strategies of developing the local infrastructure, economic activities and mobility of people.

### *How does the STATUS methodology, and its participatory planning approach, help your city?*

The STATUS methodology and its participatory approach to planning helped us in the process of identifying the real problems and needs that are to be addressed by the Strategic Territorial Agenda.

In this context, we generated a vision - the main strategic objectives and the local policies and priority projects - that will give us the opportunity to reach a sustainable development in the long term.

### *What is the advantage of shaping a development agenda for your city together with a broad range of stakeholders?*

The advantage of shaping a development agenda with a broad range of stakeholders consists in the possibility to explore the real needs and problems for different target groups like public administration, private companies, NGOs or civil society.

Based on this approach, you could identify the solutions for these problems, together with the stakeholders and in this way design the proper local policies and projects.

### *What are your expectations, especially in using EU funds, after the STATUS planning exercise?*

Our expectation for the support of implementing the Territorial Integrated Agenda, by using EU funds, refers to be awarded with non-refundable grants, through national sectoral programmes and regional operational programmes. These grants should cover the following actions:

- Cleaning the polluted industrial lands and their introduction in the economic circuit
- Improving the mobility of people and goods by investments in local infrastructure and public transportation system
- Creating innovative clusters based on competitive advantages
- Developing business infrastructure, like industrial and technological parks

### *What would you change in the SEE programme?*

The SEE programme should be more oriented in linking the territorial development with local economic development, in an integrated approach.

Also, the Programme should concentrate on building administrative capacity, for preparing the public administration, in using integrated strategies and implementing integrated projects based on multiannual financial planning.

# AN URBAN STRATEGIC AGENDA

*Andrea Angel-Sveda – Communication Expert City of Satu Mare*

## 1. Relevance

The Satu Mare Municipality development strategy is an indispensable document that has been elaborated just in time for the new EU programming period. It starts from a socio-economic analysis approaching basic themes such as economy, RDI, tourism, social protection, education, culture, health, urban planning, infrastructure, environmental protection and local governance. The resulting SWOT analysis and the subsequent solutions represent a collective effort of the project team, external experts and local actors / stakeholders who participated in the public debates organized during the project.

## 2. Current state of affairs

### *Problems*

#### A. Urban structure and development

- Oversized city limits where development can not be achieved consistently and effectively in a short or medium time horizon
- Uncontrolled expansion of the city into urban sprawl
- Recent uncontrolled interventions, affecting the unitary character of valuable urban ensembles
- Fragmented configuration, with adverse consequences for accessibility
- Isolated peripheral districts dependent on the central area
- Destructured urban areas: intra-urban large areas currently underused and / or degraded.

#### B.Social infrastructure and Health

- Poor of infrastructure for vocational education
- Few people with disabilities or exposed to social exclusion employed
- No elderly centers supported by the state
- No shelter for victims of family violence
- Satu Mare County residents have the lowest life expectancy within Romania

#### C. Economy and business environment

- Labor migration (border city)
- Reduced entrepreneurship, below the national average
- Lack of political and economic lobbying at national level
- Inefficient technologies and activities with low added value
- Lack of municipal marketing
- Low quality road infrastructure

### *Opportunities*

#### A.Urban structure and development

- Creating an axis of development at urban and territorial level
- Development of polynucleic urban structures in the administrative area
- Rehabilitation and conversion of historical and cultural heritage buildings
- Rehabilitation and better services and proximity trade equipment of disadvantaged areas through the use of land reserves

#### B.Social infrastructure and Health

- Development of a common registration system for persons with special needs – Creating social enterprises
- Rehabilitation of recreational areas
- Establishment of medical offices in order to attract doctors within the municipality

#### C. Economy and business environment

- New EU programming period
- Setting up of two applied research centers (food industry and advanced technologies)
- Building a new industrial park
- Provide financial incentives for county residents with exceptional performances who go to college in Satu Mare
- Providing social/low-rent housing for highly skilled professionals who choose to settle in SM



### 3. The Urban Task Force

The Satu Mare Urban Task Force is made up of a dedicated number of stakeholders and City Hall experts who have already been involved in the participatory approach to the elaboration of the city's Sustainable Development Strategy. They have gone all the way from SWOT analysis, problem identification, suggested solutions to the proper design of the Strategic Agenda, defining priority axes, integrated projects, output and result monitoring indicators. They have, therefore, already gathered enough information and experience to be the most suited group of people for the complex job of monitoring the implementation of the strategy, of identifying mid-term necessary adjustments or suggesting new ways of handling unforeseen future problems or challenges for urban development. This is why we decided to shape the UTF as a consultative body with the primary mission of monitoring the implementation of the Strategy, but who will also keep a watchful eye on the evolution of things, on trends, opportunities, challenges and stay permanently informed – through their wide contacts network – about the community needs and expectations. In this way the UTF will, at any given time, be able to take up matters into debate and possibly suggest ways of overcoming difficulties and dealing with new urban development issues.

The Satu Mare Urban Task Force will designate a president and a secretary for each regular meeting, while for extraordinary meetings the president and the secretary will be designated by the 5 initiators from among themselves.

There will be no differentiation between UTF members, they will assume tasks according to their individual domain of expertise, influence capacity and availability for commitment.

The Satu Mare Urban Task Force will monitor, as a body, the implementation of the Strategic Agenda. According to the flexibility principle stated above, it will be their decision to set up thematic or project-based workgroups whenever they deem necessary. Moreover, the open character of the partnership allows them to resort to the help of other specialized actors willing to take up individual tasks.

### 4. Providing solutions for identified problems

- Improving regional accessibility of Satu Mare Municipality (to TEN-T and other high speed roads)
- Improving road network connectivity (according to GUP and / or mobility plan)
- Organizing an efficient, safe, ecological public transport
- Stimulating sustainable mobility within the Satu Mare Metropolitan Area

- Building of an infrastructure for cyclists
- Reorganization of parking network
- Improvement and expansion of the infrastructure for pedestrians
- Building a buffer storage basin for the collection of rain waters in case of heavy rainfall
- Effective management of sludge resulted from the wastewater treatment plant, including recycling measures
- Support/organization, including using administrative instruments of separate collection from households and companies of potentially economically viable / recyclable waste
- Measures in view of stimulating the economic use of compost
- Measures aimed at stimulating capitalization of the collected recyclable waste at local level
- Further thermal insulation of condominiums including replacement of asbestos tiles from roofs
- Support for renewable energy resources: solar panels, photovoltaic panels, geothermal sources
- Ecological public lighting
- Reorganization and redevelopment of the central area
- Regeneration / rehabilitation of public spaces in residential collective neighbourhoods
- Support for a sustained cultural life
- Development of an integrated project sport – tourism – leisure, multifunctional hall
- Spatial planning of the Somes riverbed with a view to organizing competitions for water sports
- Developing of an integrated spa center by capitalizing geothermal waters – ITI – at Noroieni
- Support for the elderly and for people with special needs
- Modernization of the City Hall management by setting-up performance indicators for the provided services, human resources development and use of modern technologies
- E-administration, One-stop-shop for local approvals issued electronically and reduction of administrative burden

### 5. The Poster Plan

The Poster Plan consists of a series of city maps (one for each large intervention domain: urban planning, economy, environment, social security) with interventions/projects marked graphically. The maps also contain short textual descriptions / information and a legend

### 6. Urban Centres

In October 2014 Satu Mare organized a seminar on the opportunity of setting-up an Urban Center. Political representatives and stakeholders took part in the debates.

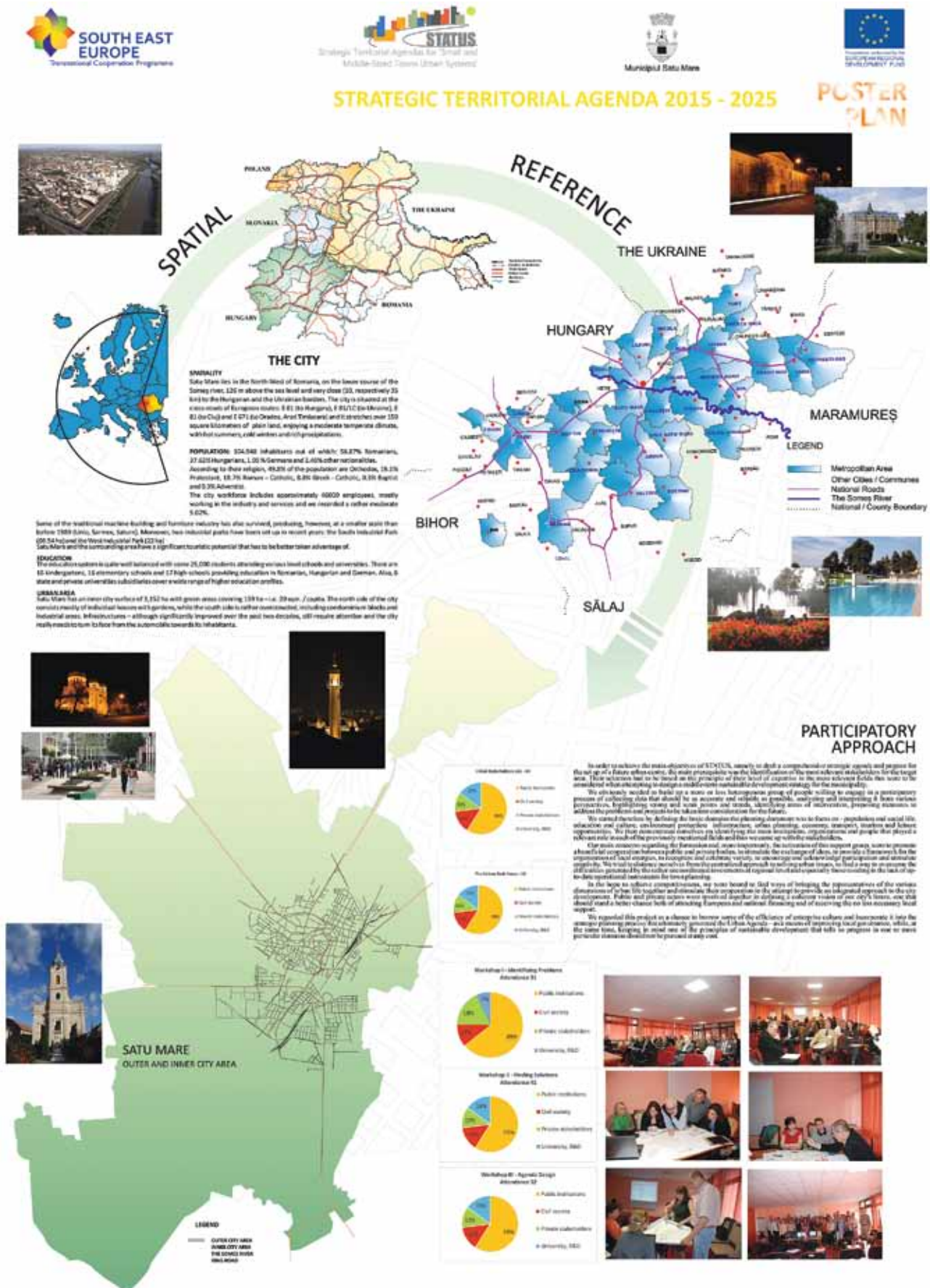


Fig. 53: Satu Mare Poster Plan

## INTERVIEW WITH THE LOCAL PUBLIC AUTHORITIES

*Dr. Coica Costel Dorel – Mayor of Satu Mare*

### *Why does strategic planning in your city matter?*

Seven years after joining the European Union, the Satu Mare Municipality finds itself, like other Romanian cities, in the position to define its own vision and set directions for shaping the development of an unique identity in terms of the ever higher European regional competition for attracting investments and maintain human capital.

Satu Mare can definitely play an important role at national and regional level, as well as in the European regional context, being territorially located at the confluence of three cultures representing at the same time border areas: Romania – Hungary – Ukraine. Natural resources (fertile plains, geothermal waters, the Someş River which crosses the city), the industrial tradition, skilled workforce and the status of urban development pole recommend it for a greater role in the regional economy. Therefore, the need for a coherent urban development vision and action plan is obvious.

### *How does the STATUS methodology, and its participatory planning approach, help your city?*

As the main objective of STATUS was to generate a strategic urban agenda, one of the main issues in the process was to set up a comprehensive, representative stakeholders group, able to contribute to the elaboration of the strategic document in a bottom-up approach. The key objective in involving stakeholders was to take advantage of the broad perspective such a group can offer on things, based on the various expertises and interests that its members possess or represent.

Our aim was to consult with the group, involve them in both analyzing the current situation and deciding upon the necessary interventions, possibly establish long term cooperation and empower them in monitoring the implementation.

The STATUS approach was a chance to borrow some of the efficiency of enterprise culture and incorporate it into the strategic planning process that has ultimately generated the Urban Agenda – as a means of improving all major aspects of city life and urban governance, while, at the same time, keeping in mind the principles of sustainable development according to which progress in one or more particular domains should not be pursued at any cost.

### *What is the advantage of shaping a development agenda for your city together with a broad range of stakeholders?*

We had a great, rewarding experience regarding the stakeholders' willingness to participate in the debates, to contribute, to bring arguments, to analyze, evaluate, suggest solutions, prioritize etc. We could conclude by noting that once we managed to get people to come – which was particularly difficult because of fluid schedules and overlapping engagements – they were more than eager to contribute.

The Satu Mare Urban Task Force is made up of a dedicated number of stakeholders and City Hall experts who have already been involved in the participatory approach to the elaboration of the City Sustainable Development Strategy.

They have gone all the way from SWOT analyses, problem identification, suggested solutions to the design of the Strategic Agenda proper, defining priority axes, integrated projects, output and result monitoring indicators. They have, therefore, already gathered enough information and experience to be the most suited group of people for the complex job of monitoring the implementation of the strategy, of identifying mid-term necessary adjustments or suggesting new ways of handling unforeseen future problems or challenges for urban development.

This is why we decided to shape the UTF as a consultative body with the primary mission of monitoring the implementation of the Strategy, but who will also keep a watchful eye on the evolution of things, on trends, opportunities, challenges and stay permanently informed – through their wide contacts network – about the community needs and expectations.

In this way the UTF will, at any given time, be able to take up matters into debate and possibly suggest ways of overcoming difficulties and dealing with new urban development issues.

### *What are your expectations, especially in using EU funds, after the STATUS planning exercise?*

It is obvious that Satu Mare does not yet exploit its significant development potential and major resources which open multiple European funding opportunities for 2014–2020. An ex-ante conditionality in accessing these grants is to define

a vision for the city socio-economic evolution as well as an integrated development strategy that follows the three major lines of action defined in the Europe 2020 Strategy: smart, sustainable and inclusive growth.

Satu Mare's expectations regarding the use of EU funds are:

- Improve accessibility and take decisive steps towards a sustainable mobility
- Enhance environment protection and and the efficient

use of resources including energy efficiency measures at local level

- Improve the urban environment, to stimulate city revitalization, regeneration and remediation of contaminated sites
- Promote an inclusive socio-economic environment and combat poverty
- Achieve an efficient public administration, oriented towards citizens and businesses.



# AN URBAN STRATEGIC AGENDA

*Renta Tadić – Communication Expert*

## 1. Relevance

In these times of transition, when Serbia, as a candidate for European Union membership, has to adopt the European way of thinking about development and urban planning, the Territorial Strategic Agenda is a timely and vital document. The Sustainable Development Strategy of Temerin Municipality is currently under the process of revision, as an integral phase of the preparations for planning the next five year period. The Agency for Development of Temerin Municipality, the partner body in the STATUS project, is one of the main representatives of Temerin in the project world on regional, national and international level and serves as an intermediary between many actors on multiple levels. The experience of STATUS, the methodological tools we get through our involvement in the project, the final document that is in the process of completion – the Territorial Strategic Agenda – was, is and will be a very valuable resource for the whole community in its struggle to reduce the widening development gap in terms of quality of life and overall natural, economic and social environment, comparing to other European towns.

## 2. Current state of affairs

Temerin Municipality was a place of intense industrialization during the second half of the 20<sup>th</sup> century, and it was also greatly affected by the similar development taking place in the nearby city of Novi Sad. The development of heavy industry and the growth of intense agriculture were naturally followed by changes – sometimes substantial changes – in the overall spatial characteristics of the three settlements making up Temerin. The changes in the spatial characteristics – due to the rapid industrial development and the constant pressures on the municipality to adapt itself to its needs – were not always systematically thought out and finely orchestrated. As one of the consequences of the crises at the end of the 20<sup>th</sup> century a discontinuity appeared in the use and weight of planning and strategic development instruments. By the end of the first decade of the 21<sup>st</sup> century and in the next few years the writing of strategic documents became fashionable once again. In that spirit Temerin adopted a Sustainable Development Strat-

egy for 2010 to 2015 and a number of local sectoral strategic documents and action plans in the fields of agriculture, rural development, economy, energy efficiency, social care, youth issues, waste management etc.

The STATUS project, with its methodology with an emphasis on participatory planning, the development of a strong and ambitious vision with a long-term outlook, with the help of modern ICT-based and other innovative toolset, by the linkage with the EU programs and funding sources, together with the invaluable experience of comparing our struggles and problems with the practices of other SEE cities, is a very potent instrument that can provide a strong impetus to the further development processes of the local community.

During the process of building up the Territorial Strategic Agenda the local project team, together with the experts and the stakeholders, identified a great number of problems – from relatively small to frighteningly large in size and also from simple to very complex in structure – then made a long list of present opportunities, grouping the problems and opportunities into the six default categories provided by the STATUS methodology.

Some of the identified problems, without particular importance, priority, weight or category: low quality of the artesian groundwater, lack of water purification plant, outdated water supply system, high groundwater level, neglected and blocked open drainage system, insufficient sewage system, low capacity of existing wastewater treatment plant, wastewater overflow, natural channels spanning the town are contaminated by wastewater, the rehabilitated landfill is not a permanent solution to solid waste disposal, non-separated hazardous waste collection, high percentage of organic waste, the residential area houses many productions and service units, no wind protection belts, lack of fertility control programs, low energy efficiency of buildings, the state road of second order going through the whole length of the municipality has the highest, mostly negative, impact on the socio-economic and

urban development of Temerin, unequipped working zones, reduced significance of traditional industries, underdeveloped information basis for making of long-term business decisions, suspicion about public-private partnerships, resource-consuming procedures, lack of clear vision for the future development of the municipality center.

A sample from the opportunities at our disposal (again in no particular order of appearance – they are built into the Agenda and the documents preceding it, making up the building material of the Agenda): building a regional water system, the natural drainage system should be restored, expansion of the sewage system, the natural channels and the area around them should be maintained regularly, regional waste management should be implemented, household hazardous waste collection site should be built, the popularization of household composting, moving the industrial units and businesses from the residential areas should be prioritized by proper urban planning, introduction of fertility control programs, stimulation of organic farming, reduction of energy consumption and using renewable energy sources, relocation of transit flows, popularization of public transport, reintroducing passenger and freight transport by rail, development of bicycle traffic, expanding the existing parking control system etc.

Most of these, together with the problems and opportunities not listed here, are, or can be, the theme or subjects of further concrete projects & interventions.

After the first two rounds of workshops and the work that preceded and followed them, the local team narrowed the number of categories to three, in order to reduce the complexity of the material and make it more accessible for everyone who is approaching it. Those three categories are: (1) Urban structure and development, (2) Social infrastructure and Health, and (3) Economy and business environment. It was the built-in flexibility and adaptability of the STATUS methodology that enabled those changes, even during the always critical implementation phase of the project.

### 3. The Urban Task Force

The Temerin Urban Task Force has been made up from a university professor of Regional studies, a traffic engineer, an urban planner, an architect, a civil engineer, a regional development specialist, a business cluster manager, an industrial designer, an economist and a lawyer. All members of the UTF have been involved in the elaboration of the Territorial Strategic Agenda. They have collected enough material and practice to be the most appropriate group of people for the challenging job of nurturing the implementation of the strategy, of detecting necessary adjustments or proposing new ways of handling unanticipated future problems or challenges for urban development.

We have decided to shape the UTF as a non-formal association of likely minded individuals with the primary mission of proselytising the ideas, methods and tools built into the Strategy, but who will also keep an eye on the evolution of things, on trends, opportunities, challenges and stay permanently informed – through their wide contacts network – about the community needs and expectations. In this way the UTF will, at any given time, be able to take up matters into debate and possibly suggest ways of overcoming difficulties and dealing with new urban development issues.

In its current state the Temerin Urban Task Force has no formal structure; therefore it does not have a chairperson, secretary, rules of procedure and similar amenities. We are aware that in the future the sustainability of the UTF can require the establishment of a more formal body.

### 4. Providing solutions for identified problems

The neglected state of some basic infrastructural networks, such as the road network, the sewage system, the water supply system, the solid waste management and similar, is a burning problem that is common with many other Serbian and SEE municipalities. These problems, as the often self-evident (although not easy to secure) solutions for them are inherited from the 20th century. Although they are indeed very important, even vital to solve, we need a few ambitious, visionary prospects for the 21st century, that are challenging, with a long-term outlook and at the same able to address many different identified problems from different categories, thus having a truly cross-cutting and multiplier effect on the sustainable development of the community.

In the Strategic Agenda we have proposed three such projects. The second, central project – the complete rehabilitation of the area around the old park, the old castle and the existing bath and recreation complex, with the old natural channel that flows in midst of the area and spanning further in both directions, almost through the whole length of the municipality of Temerin – is the most challenging and complex one, consisting of three different phases and topics, that are integrated into one because of the common core ingredient: the small channel.

#### *A. Development and promotion of enterprise zones and industrial parks, and their equipment*

Temerin municipality has a number of designated areas for industrial activity. Some of them have low level of development, lack the basic conditions for their operation and, in addition, the development of these areas is extremely expensive. For the industrial zones, a study should be performed, which

includes which would have the lowest overall rate of return for a project in addition to the most cost-effective operation. The chosen parallel up to four industrial zones shall be prepared and a public-private co-funded development proposal, which will be considered as basis for negotiation for foreign investors' appearance.

### ***B. Revitalisation Scheme for the area around the old channel spanning through the old park***

#### *Phase One: Development of a multi-day spa and wellness tourism center at the Castle block*

The regional potential of the Bath Complex is very high, and it is conveniently located in the center of town. The historical monument is currently functioning as a high school, and an elementary school has been built in the courtyard of it. The geothermal water found in Temerin is of good quality, but the potentials and benefits of the spa are currently underutilized. A bath complex site should build around a Spa and Wellness Centre, with appropriate additional services, primarily for medical and rehabilitative purposes. With the displacement of the high school the Castle would be function partly as a museum, additionally a conference room should be built, with a restaurant, and a tourist office should be also established with an information point, so the guests could easily access information.

#### *Phase Two: Rehabilitation of the river channel, which flows across the park, for recreational purposes and irrigation*

Currently on the one side of the channel are private plots, on the other side there is the park and the pool. The channel is abandoned overgrown with reeds causes trouble cleaning and spoils the visual impact, and valuable land lying fallow in the central block. In parallel with cleaning the channel, elimination of the sources and the channel properties expiring after the nationalization of part of the channel could be possible for the development of a walkway along which athletic track and other small recreational elements could be placed. By cleaning the channel along the riverside we could build small family plots for bio gardens with little space, however, the production from the gardens would be high value-added products are suitable, which are sold at an additional source of revenue for the local economy, or it can provide jobs for the local population. The channel allotments, upon establishment of family farms could provide an excellent opportunity for irrigation.

#### *Phase Three: The promotion of local organic farming and designing of local product brand*

With appropriate training in accordance with the skilled labor force, and relatively small investments in the backyard gardens and enclosed areas, high added value of bio vegetable, fruit production and cultivation of spices and herbs can be started. After the launch of this production, the actors involved should gather in a cooperative cluster, this could help the processing industry as well, which would generate even more profits and jobs. We need three things to reach these goals: First, local tax incentives, on the other hand, the proper education and vocational counseling to farmers, and thirdly, marketing and management of the local products, brand and design. Local tax rebates and municipal rulings favorable conditions can be created. Educational training and agricultural extension of a Rural Development Agency will ensure that the development of the agricultural and Vegetable Crops in Novi Sad Institute would be established jointly, and it would be established in the "major" building in the fields. Around the "major" building we would also establish observation points for presentation of foil and open-field cultivation. An employee of the Rural Development office building in the village would place a continuous communication with the municipality for the purpose of business and administrative help. The same office tasks include the development agencies, the local economic development agency, Tourist offices and external experts to develop municipal support for local products and build your brand in the long-term marketing strategy. The Agency for Development of Temerin Municipality would ensure the development of effective external resources as well as to to exploit normative or grant opportunities.

### ***C. The conversion of the Brick Factory to Leisure Center***

The area around the Brick Factory is surrounded with lakes and it is unused since the closure of the factory, however, it has developed over the years a very valuable ecosystem. Rare animal and plant species are settled here, and on the one hand they need protection, on the other hand, this limits the possible use of the land. With a nature-identical ingredients, and the ecosystem intact, the establishment of an Adventure Park and Riding Hall would protect the flora and fauna of the area, but could convert the unused land to a complex with valuable economic activity, that is not only local, but could be an attractive tourist attraction at the regional level of the district.

## **5. The Poster Plan**

The Poster Plan graphically represents the three main pillars of the strategy, being an output which illustrates both the STATUS project process and its final outcomes.



# Municipality of TEMERIN

## STRATEGIC TERRITORIAL AGENDA 2015 - 2030 POSTER PLAN

### THE TERRITORIAL SETTINGS



### THE HISTORICAL ANALYSIS - THE EVOLUTION OF THE TERRITORY



### PARTICIPATORY PLANNING PROCESS

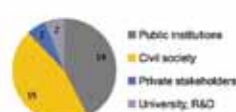
Phase 1  
WP 3 Inception  
Spring of 2013



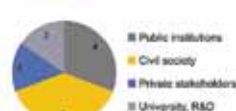
Phase 2  
WP 4: Workshop 1  
21-23 Nov 2013



Phase 3  
WP 4: Workshop 2  
9-11 Apr 2014



Phase 4  
WP 4: Workshop 3  
WP 5: UTF - UC  
12-14 Nov 2014



Phase 5  
UTF



**VISION :**  
Temerin as a harmonious Community where  
postmodernity meets heritage and traditions.

### CHARACTERISTICS OF THE MAIN AREA

<b>Territorial context:</b>	<b>Statistical data:</b>	
Country: Serbia	Population: 23.287	
State: Vojvodina (AP)	Surface Area (km <sup>2</sup> ): 170km <sup>2</sup>	
District: South Backa	Density: 166,394Pop. per km <sup>2</sup>	
Coordinates: 45°24'19" N 19°53'13" E	GDP per capita in Serbia (USD): 5.524 (2014, Nominal)	
	Minimum wage (Euro): 150	
	Unemployment rate: 15,2	

### ADMINISTRATIVE CHARACTERISTICS

<b>Settlements:</b>	<b>Local Communities:</b>	
Temerin	1 <sup>st</sup> Local Community of Temerin	
Backi Jarak	Local Community Backi Jarak	
Sirig	Local Community Stara Džurjevo	
	Local Community Sirig	



### STRENGTHS

- Favourable geographic position
- Vicinity of Novi Sad
- Multiculturalism
- Good natural conditions for production (land, climate, water resources)
- Presence of two scientific-research institutes in the field of agriculture
- Developed private entrepreneurship
- Industrial tradition
- Large number of associations and developed non-government sector
- Potentials of thermal waters, Hunting tourism
- Developed event tourism
- Developed gasification
- Asphalted street road network, water supply network
- Good telecommunication network

### WEAKNESSES

- Outflow of the young people
- Unemployment
- Unregulated land complex
- Insufficient utilisation and bad economic conditions for utilisation of water potential for irrigation
- Extensive method of agricultural land utilisation
- Unequipped industrial and working zones
- Underdeveloped information basis for making of long-term and short-term business decisions
- Lack of accommodation facilities
- Unsatisfying hotel-restaurant capacities

### OPPORTUNITIES

- Utilisation of good geographic position
- EU, foreign, republic and provincial funds
- Increase of irrigated surfaces
- Establishment of public experimental technological park and incubator for development of agro-business
- Reproduction linking of primary agricultural production and processing industry
- Development of Wellness centre

### THREATS

- Insufficiently high birth rate
- Increase of unemployment trend
- Limitations of the national market
- Reduction of competitiveness due to further technological lagging of economy
- Reduced significance of traditional industries
- Underdeveloped know-how and human-resources

Fig. 54: Temerin Poster Plan



## INTERVIEW WITH THE LOCAL PUBLIC AUTHORITIES

*Đuro Žiga – Mayor of Temerin Municipality*

### *Why does strategic planning in your city matter?*

The Municipality of Temerin recognizes the importance of strategic planning as a means to serve the community in defining and shaping the vision of the development of the village. Strategic planning allows the community to, regardless of changes in the occasional personal actors at the forefront of institutions, provides a single framework and a common denominator that is used for a longer period of time to individuals and organizations as a beacon, a reminder of the basic values and provides a picture of how the people of the village want their village looks some distant future. It is particularly important that strategic planning does not stop at formulating a vision but its intrinsic value is expressed in the fact that it helps in the formulation and planning ways in which the vision will eventually become reality.

### *How does the STATUS methodology, and its participatory planning approach, help your city?*

It is in the formulation and planning ways in which the vision will eventually become a reality, methodologies Status and its participatory approach to provide a great help to our city. By participating in this important project SEE cities have the opportunity to directly observe how other settlements, in other systems more or less similar to solve the challenges of our environment and seek to implement the recommendations live STATUS methodology and its participatory approach to planning. The opportunity to meet with a number of internationally recognized and well-known seasoned experts to hear their accumulated wisdom acquired over many earlier and still live programs across Europe and beyond, providing the vision and motivation to persevere in their efforts training the implementation of strategic planning in our local the community.

### *What is the advantage of shaping a development agenda for your city together with a broad range of stakeholders?*

The Municipality of Temerin consists of three settlements, which are fairly well integrated but nevertheless every village carries its uniqueness, has its own specific history, their specific needs, local organizations, associations, institutions, whose interests are often not easy to harmonize and to integrate into a

common vision. Temerin is also specific by its multinational population so that this important moment in the planning – namely how to achieve consensus on specific goals and to guarantee that no community is damaged or omitted in the process. In the field of economy there is a very large number of small businesses, entrepreneurs and craftsmen, a number of small and medium-sized enterprises and small number of large systems, and their interests in terms of needs, challenges, demands and interest are often substantially divergent. In a word, there are a large number of actors, divided according to various criteria, whose interests and expectations sometimes are sufficiently different that placing commonly acceptable development goals rather difficult. Efforts to various factors sit at the same table and in open conversation, working on finding and adjusting a common platform is a big challenge and every tool, every methodology that assists these efforts is helpful.

### *What are your expectations, especially in using EU funds, after the STATUS planning exercise?*

The Municipality of Temerin has timely recognized the potential of using EU funds for the development needs of the local community and in that spirit established specialized institutions and gave active support to the organizations of civil society, as well as to public organizations in the preparation and implementation of projects financed from EU funds. The planning exercise through the STATUS project was useful to see how other countries of Southeast Europe – some of which are already EU members, while others are in the process of joining the EU – are using the instruments of EU for the purposes of local and regional development. The Municipality of Temerin is determined to actively participate in future calls and to use resources from the EU funds for the further development of the Municipality.

### *What would you change in the SEE programme?*

It is necessary to put more emphasis on the real economic effects during the selection of approved projects, to consider requesting a greater balance of project partners in terms of their size, weight and development and, in the end, to give support to some investment projects.

## CONCLUSION

Pietro Elisei – URBASOFLA

Many cities, worldwide, are positioning themselves in the new economic and financial orders. Strategic urban management is a key tool for facilitating growth and improvement of living standards and competitiveness. Urban quality, in its different aspects, has become a key factor in attracting and retaining companies and a talented labor force ready to compete on different territorial scales. Moreover, urban planning has a critical and essential role in providing solutions to major contemporary issues such as those linked to a stagnating condition of weak economy all over Europe: migrations (im-, em-, migrations), minorities and lack of intercultural dialogue, persistent urban poverty, especially in dense and peripheral (periphery is even in the city centers) neighborhoods. On the other hand, the challenges presented by the new idea of smart cities, the research of advanced solutions for mobility, accessibility, the evolution and transformation of public spaces, environmental impacts and efficient use of energy resources, the passage towards the data based urbanisms and so on - a set of issues requiring an effort where urban planners must play a relevant role. The work on the city requires a mindset and an attitude open to the complexity and the mediation of different interests involved, requires structured approaches and culturally multidimensional concepts and attitudes that are not part of the expertise of more rigid and specialized professionals.

STATUS demonstrated that “integration” and “participation”, – as acknowledged, essential concepts to achieve sustainable and coherent development –, are a prerequisite for good planning even in this part of Europe where, commonly:

1. Planning systems do not have the attitude and the outline to encourage local development initiative and bottom up urban strategies;
2. Institutions are not accustomed to work in contexts of multilevel governance;
3. Decision makers are not used to share financial or political power in articulated planning processes.

The SEE area does not currently present a coordinated platform for developing urban strategies for small and medium sized towns. The occasion given by the SEE Programme 2007–2013 (priority 4.1) has been used, through the STATUS proposal, to create this platform, starting with small and medium sized cities and their urban systems. It is necessary and central

that the EU investment in the urban realm continue to be linked to specific programmes and not just left to the discretion of member states. Experiences like STATUS contribute to mobilize and put together all proactive public and private forces in front of collectively identified “urban issues”.

The STATUS experience, and related methodology, can serve a broader area. In a way, it is interesting even for advanced western European planning systems, as this methodology:

1. Formalizes a kind of “standard” on how to manage complex processes leading to Strategic Agendas;
2. Opens perspective, through the territorial atlas, to real time monitoring of strategic urban plans;
3. Consents, through the geoblog, a direct interaction with spaces and citizens that is an accurate perception of transformations and set of problems happening in the civic and city fabric.

STATUS is creating an original language for organizing, managing and updating visions and daily issues in the cities, an “Esperanto for planning” that openly mixes opportunities coming from other languages (ICT, environmental sciences, architecture, sociology, political sciences ...). Complex issues, as the urban and territorial ones, require well-structured planning instruments to be managed in a better way: mechanisms that are aware of how the role and “tool boxes” of urban planners are changing. *At the end, we can say that the work of urban and spatial planners has shifted from maps to data* (Vancutsem, D., 2015). Furthermore, STATUS highlights the importance of the local level, very often unjustly considered the fifth wheel, as driver of development – *The maneuverability for local decision makers on those challenges is still limited but there is a trend towards increasing influence of local authorities. The European Union has many tools and subsidies in place that can support local authorities in making the right decisions and investing in the right agendas* (de Roo, J., 2015), or, under the urban regeneration perspective – *The integration of funds to sustain the process of urban regeneration requires the local ability to create integrated development strategies, such as new “urban policy platforms”, within the framework of the principles of territorial cohesion according to European regional development policies* (Migliorini, F., 2015).

STATUS contextualizes the role of cities in a wider scale and looks at specific scales of action. Another EU-wide research programme, ESPON, realized how the SMSCs need great attention – The project (N/A TOWN) *shows that this size of urban settlement has an important role within the wider regional and functional context; hence, towns can indeed make an important contribution to supporting EU strategic policies such as the EU 2020 policy framework and for the achievement of territorial cohesion* (Servillo, L., 2014).

STATUS puts at the center of many proposed solutions the understanding, the constant redefinition, reconceptualization and redesign of an essential variable of town planning, that is the public space – *Within this working framework, public space and its many possible forms (open space, technological space, social space, service space, space of mobility, etc.) all become a “commons”, especially in places, such as medium-size cities, in which it appears as a necessary condition for establishing connections and guaranteeing wide-ranging accessibility* (Tartari, C., 2015).

The original language, or planning Esperanto as above mentioned, is based on strong images - it is a language that strongly relies on images, and for this reason it was captivating and easy understandable for many stakeholders – *As the summary of the Strategic Territorial or Urban Agendas in the STATUS projects, the poster plans can be considered a graphic representation of the entire participatory planning process, the visual synthesis of the opinions expressed by different stakeholders and highlighted as fundamental for the development strategies of the given territories* (Mušič, B., 2015).

Ultimately, STATUS tries to find an operational way to bring the concept of “Integrated Territorial Approach” - as well as an enlarged process of decision making based on participatory planning models - into the reality of daily decision making processes in SMSCs. STATUS experiments a planning methodology for designing Territorial Strategic Agendas; this methodology, as premised, encounters and cross-cuts different planning systems, governance traditions, administrative approaches and simply a different *savoir-faire* in matter of urban/regional planning. Together with these basic “given and real” conditions that characterize every partner’s area, we have to assess even the value and the role played by planning instruments in politics and in urban/territorial development in SEE countries. In other words, and this is specifically true for post-socialist countries, urban planning activities are the domain of a restricted set of technicians, while politics look at these instruments not as “bricks” to build development, but just as chance for defining quick and well-paying back business.

In this sense, STATUS opens the doors to a paradigm shift, and suggests/asks to decision makers to build upon this ex-

perience – *STATUS added a new experience and gave impetus to a more consistent approach to strategic spatial planning at urban and periurban levels, but it is not enough. Such actions need follow-ups and concrete measures in order to consolidate the steps already taken and encourage such experiences to multiply and produce the desired favourable effects. One possible immediate action could be the use of the STATUS methodology for the foreseen Integrated Development Strategies to be drafted for the urban development poles in the new programming period 2014-2020 within the Priority Axis 4 of the new Regional Operational Programme.* (Pascariu, G., 2015).

It is too early to assess if this exceptional and unique planning experience generated by STATUS is really leading towards a shift in decision making attitudes, but definitively it is worth to continue to try – *Usually, such a fundamental paradigm shift as is needed in adopting the integrated territorial approach demands time, patience and the ability to persevere. Unfortunately, the dynamism of contemporary society and the rapidity and unpredictability of change does not allow us this luxury. Does the STATUS project just end with putting the case for such a shift and making a territorial analysis of the partners’ situation, or does it lead to actually implementing the shift? This is the essence of the challenge* (Martin, D., 2015). As the last quotation brilliantly synthesizes, the challenge from STATUS has just begun: the STATUS movie, and its company of actors, has still a lot of “planning scenes” to shoot and show.

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### **Michele ANDREOLLI**

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In 2007 Michele Andreolli received a bachelor degree in Computer Science at the University of Trento, Italy with a thesis on the implementation and improvement of the RSS structure format for the distribution of georeference contents on the web based on the NASA World Wind framework, with the title: "Advanced features for visualization and transmission of georeferenced data". Currently he is analyst and developer at Fondazione GraphiTech and his research activities are related to the development of Virtual Reality technologies, advanced 3D interaction techniques, innovative user interfaces for applications and large-scale visualization systems for geographical data. In the last years he has been involved in several European projects focused on different topics from the Smart Cities, Civil Protection and Urban Planning to the Cultural Heritage and 3D reconstruction application domain.



### **Matei COCHECI**

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Matei Cocheci is an urban and regional planner, holding a Master Degree in Spatial Planning and Regional Development and a Bachelor Degree in Urban Planning and Design at the "Ion Mincu" University in Bucharest (Romania). He is also specialized in environmental sciences, with his current doctoral school research being focused on models of territorial planning in restrictive environments.

Since 2011, he has worked in various spatial planning projects, including General Urban Plans for municipalities in Romania (including the realization of Bucharest's dynamic Master Plan), regional and national studies. He is currently working in the team assigned for the realization of Bucharest's dynamic master plan. He is the author of various articles with topics mainly related to environmental issues and constraints at urban or territorial levels.



### **Boštjan Cotič**

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Boštjan Cotič is a researcher at the Urban Planning Institute of the Republic of Slovenia. His primary field of work is Brownfield regeneration, Sustainable urban planning and large housing estates renewal. He is mainly involved in European research and transnational co-operation projects. Currently, he is a member of the executive board of the Town and Spatial Planning association of Slovenia and a member of the expert jury of the Maks Fabiani Award, a Slovenian national spatial planning award.





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## **Joep DE ROO**

*Eurodite Director, STATUS project manager*

Joep de Roo is founder and director of Eurodite, a European oriented consultancy on urban and area development with offices in The Hague and Bucharest. He is active since 2000 as initiator, project manager and advisor in local and EU development projects and policies. Joep is able to turn ideas into projects and manage complex cooperation processes. He is the project manager of the STATUS project and was co-developer of the STATUS methodology. He holds a Master degree in International Relations and International Organisations and is currently member of the board of the Netherlands Romanian Chamber of Commerce.



## **Sabina DIMITRIU**

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MatteoEccher is a junior developer at FondazioneGraphiTech focusing on Web interfaces and applications. He received a bachelor degree in Information and Communication Technologies in 2012 at the Cognitive Science Department of the University of Trento, Italy, with a thesis on Virtual Reality technologies for disabled people in a cultural heritage field. His research interests are focused on the area of Web applications, Interface Design, Human-Computer Interaction, Android development and Augmented Reality.



## Pietro ELISEI

*Town and regional planner, Founder of Urbasofia, Content Manager STATUS Project*

Dr. Ing. Pietro Elisei is an international expert in town and regional planning. He provides services and consultancy in strategic planning, urban renewal/regeneration and regional development. From 2001 to 2010 he was Secretary General of Planum, the European Journal of Planning Online. Researcher for DipSU (Department of Urban Studies, Faculty of Architecture, Uniroma3) from 2002 to 2008, he has mainly been researching on design of urban policies (focusing on EU promoted urban initiatives) and tools for territorial/regional competitiveness and cohesion. In 2007, he moved to Romania working as international expert in integrated planning/urban regeneration for contracts promoted by the EU Commission and The Romanian Ministry for Housing and Regional Development. 2007-2009. Since 2005 he has been member of the CORP (Vienna) scientific committee. He is currently working as:

- Lead expert of the Urbact project TUTUR
- Thematic expert, as researcher of the University of Roma 2 Tor Vergata, of the Urbact project Re-Block
- Urbasofia coordinator for the smart cities projects i-scope, sunshine and i-locate.

He is the author of various articles/books on topics connected to urban regeneration, integrated and strategic planning, territorial cohesion, smart cities. Currently ISOCARP Vice President for Marketing and Communication



## Giovanni GINOCCHINI

*Architect and urban planner*

The architect Giovanni Ginocchini is the director of the Urban Center Bologna, institution that spreads urban issues in this Italian city. He has worked for the magazine Planum – european journal of planning and has collaborated with the Department of Architecture and Planning of the Polytechnic University of Milan. He has been an advisor for urban projects at European, national, regional and local levels and has published several essays of international resonance. Ginocchini is a member of the Expert Committee of the European Prize for Urban Public Space since the 2014 edition.



## Derek MARTIN

*Geographer / planner, International Expert*

Derek Martin was Secretary General of the International Federation for Housing and Planning (IFHP) from 2008–2013. He is a geographer/planner from the Universities of Exeter and Amsterdam, having specialised in the cross-border and European dimension of spatial planning. He spent most of his career at the former Ministry of Housing, Planning and the Environment in The Hague (NL), where he was Head of International Spatial Policy, and then of Sustainable Spatial Development. He had two periods at DG Environment and DG Regio of the European Commission in Brussels, where he helped develop the territorial aspects of European policy in its early years.

## Franco MIGLIORINI

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Franco Migliorini (1945) Architect and Town Planner, Venice. Professional experience in Town Planning since 1970. Transport and Regional Planning since 2000. Research and publishing on Landscape planning. 7 years teaching at Venice University. INU responsible for EU affairs (responsible for the IX Biennial of EU Town Planning, Genova 2011). 12 years practice in EU strategic project implementation (Interreg). Author of books and articles on European spatial planning. Opinion maker on NorthEast Italy reviews and Newspapers.



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Barbara Mušič is an architect and a strategic and urban planner. She has been employed as a researcher at the Urban Planning Institute of the Republic of Slovenia since 2007. She is experienced in strategic and urban planning and development from the regional to the local level. She was involved in various spatial and urban planning and urban design projects and studies of cities and municipalities in Slovenia and Montenegro. In the last few years she has been working mostly on EU projects related to sustainable development, smart cities, brownfield redevelopment, demographic changes, etc. Her work focuses on integrated territorial development.



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Graduate of the University of Architecture and Urbanism "Ion Mincu" (UAUIM) Bucharest (Romania) and holding a PhD in human geography, Gabriel Pascariu is an architect with a long experience in urban and regional planning both as a practitioner and researcher. He has also worked as a consultant in more than 20 European projects for regional and local economic development. Currently teaching territorial planning, regional development, strategic planning, and inner city areas and coordinates territorial and urban planning projects at UAUIM. Author and co-author of more than 100 articles and participant to more than 50 national and international conferences, seminars, workshops in the fields of urban planning, geography and regional development. Member of several professional associations and of some planning magazines' scientific committees and editorial boards.



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*Researcher in territorial planning and local development*

Post Doc Researcher at KU Leuven (Belgium) in territorial planning and local development, has ripened his cross-disciplinary attitude through the following research themes: a) wider reflection on societal needs and strategic relational role of discourses in spatial dynamics and spatial interventions; b) strategic spatial planning, governance dynamics and social innovation in planning domains (e.g. land conflicts); c) applied researches on EU spatial dynamics for evidence based development policies; and d) institutional aspects of spatial planning, European Spatial Planning, Europeanisation and comparative analysis of planning systems. He has been scientific coordinator of the ESPON TOWN project (2012/2014) on small and medium sized towns in Europe.



## **Cristina TARTARI**

*Architect and urban planner, TASCA Studio*

Architect and urban planner, she graduated at the Faculty of Architecture in Ferrara, and deepened at the Kungliga Tekniska Högskolan of Stockholm and at the Massachusetts Institute Technology of Boston. She specialized at the University Institute of Architecture of Venice. In 2003, she founded TASCA studio. In 2009 she founded the international collective acces\_SOS. She is Environment Delegate of Fondo Ambiente Italiano (FAI) of Bologna and regional expert trainer in Landscape and Environment of FAI Emilia-Romagna.

Her main domains of activity relate to towns, inhabitants and territories. She is consultant of the Italian State Agency of (Demanio) for the urban renewal and regeneration of abandoned public properties. She is mother of two children.



## **Ružica Bukša TEZZELE**

*Executive Assistant to the Managing Director, Fondazione GraphiTech*

Ružica Bukša Tezzele is an Executive Assistant to the Managing Director at Fondazione GraphiTech. She holds a Master's degree in Economics from the University of Rijeka (Croatia) and is specialized in marketing and international business.

Prior to joining GraphiTech, she worked as a teaching assistant for Management and Business organization courses at the Juraj Dobrila University of Pula (Croatia). Currently, she is pursuing a PhD degree in Economics at the same university. Her research interests focus on international economics, global dynamics and local development, including technology transfer, renewable energy and sustainable development.



## **Didier VANCUTSEM**

*International consultant, Secretary General of ISOCARP*

Born in Belgium, Didier Vancutsem is an international consultant in Urban and Regional Planning, Landscape Planning, Infrastructure and Environmental Management with 25 years research and planning experience, based in Munich and has degrees in City and Regional Planning, Landscape Architecture and Regional management. He is professor and lecturer at the Brussels University Faculty of Architecture (ULB), Universities of Munich, Lille and Town Planning Institute Brussels. He has gained professional experience worldwide, e.g. as expert for the EU, in the elaboration of national strategies for urban development, in regional strategies and abroad (Africa, Russia, Asia), and on the local level. He is involved in different European and international research projects (FP7, INSPIRE). He is Secretary General of ISOCARP, the International Society of City and Regional Planners.



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Reconsidering the planning practice and exploring new opportunities for making it attuned to the ever changing urban reality is increasingly becoming one of the key issues in many South-East European countries.

*Milica Bajić-Brković – ISOCARP president*

The STATUS methodology links the projects sustainability to the decision-making process modalities. The decisions are split among different actors congregating into a participatory planning process.

*Pietro Elisei – International Expert in Urban Planning – STATUS Designer and Content Manager*

The very essence of the STATUS project is the introduction of a (more) integrated territorial approach in the thinking of the participating municipalities regarding their urban development agenda.

*Derek Martin – International Expert in Urban Planning*

The results of the STATUS project represent the basic platform for territorial development in the partners' areas for the future. All territorial partners are better prepared for the use of structural funds in the period 2014 – 2020 and further into the future, when an important role will be played by the established Urban Task Forces (UTF).

*Barbara Mušič – Urban Planning Institute of the Republic of Slovenia (UIRS)*

It's just a matter of adapting to change and addressing real local needs with the most suiting instruments.

*Sabina Dimitriu – Junior researcher in Urban Planning*

Next to the conditions for sound investments it is important to look at organisational capacity and financial modeling of the investments.

*Joep de Roo – STATUS General Manager*



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