



Smart Governance, the backbone of Smart Planning

A new Strategic Plan for the Cluj-Napoca metropolitan area

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REAL CORP 2016



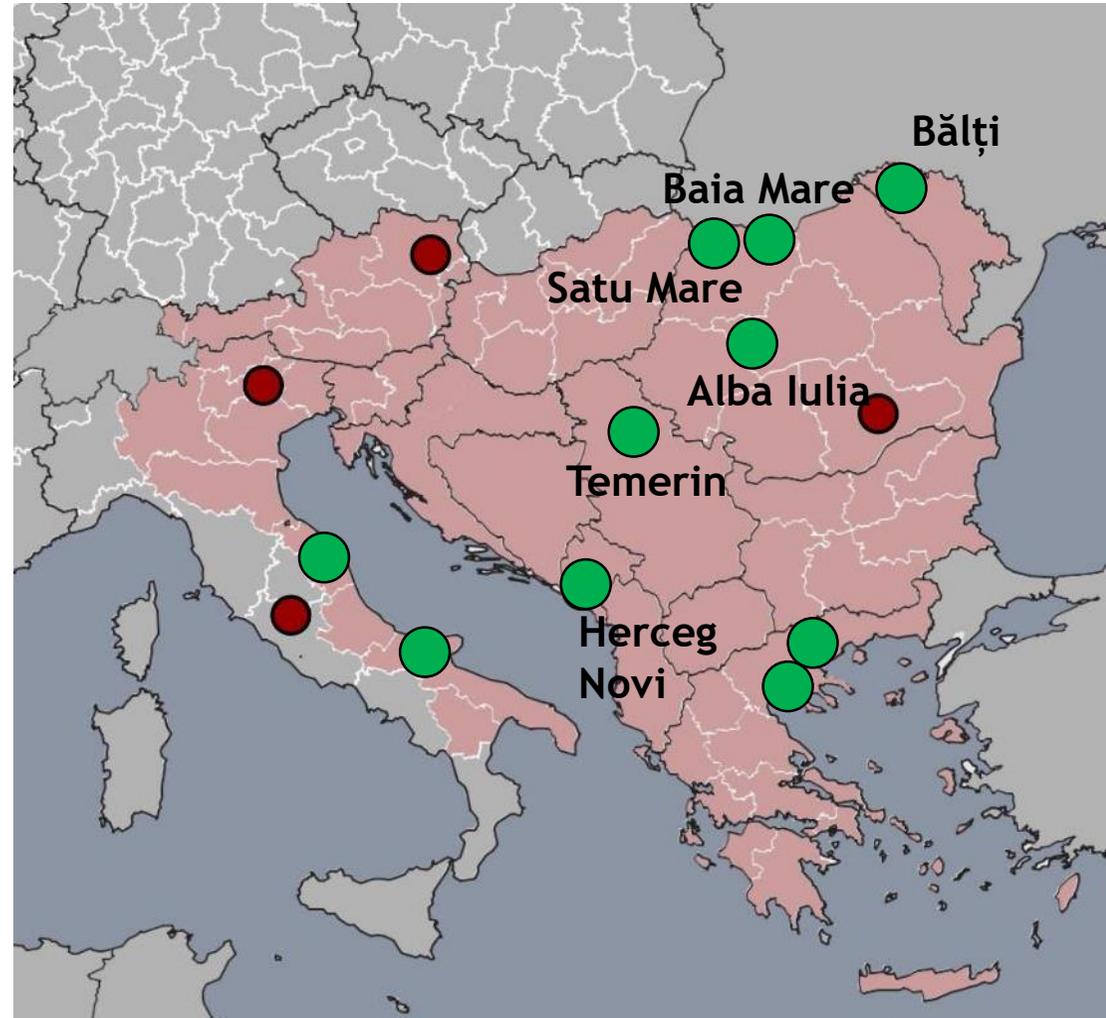
Context

- Transition from **government to governance** - new actors involved from outside the political arena [Davoudi, 2005]
- Transition of spatial planning from **normative to strategic approaches** [Albrechts, 2006]
- Urban and territorial planning defined as
an integrative and participatory decision-making process which promotes local democracy, participation and inclusion, transparency and accountability, with a view to ensuring sustainable urbanization and spatial quality [UN Habitat, 2015]
- Participation of diverse stakeholders and multiple-source financing
- Planning becomes a *meta-governance* which aims to spatially coordinate different sectoral policies levels [Vigar, 2009]



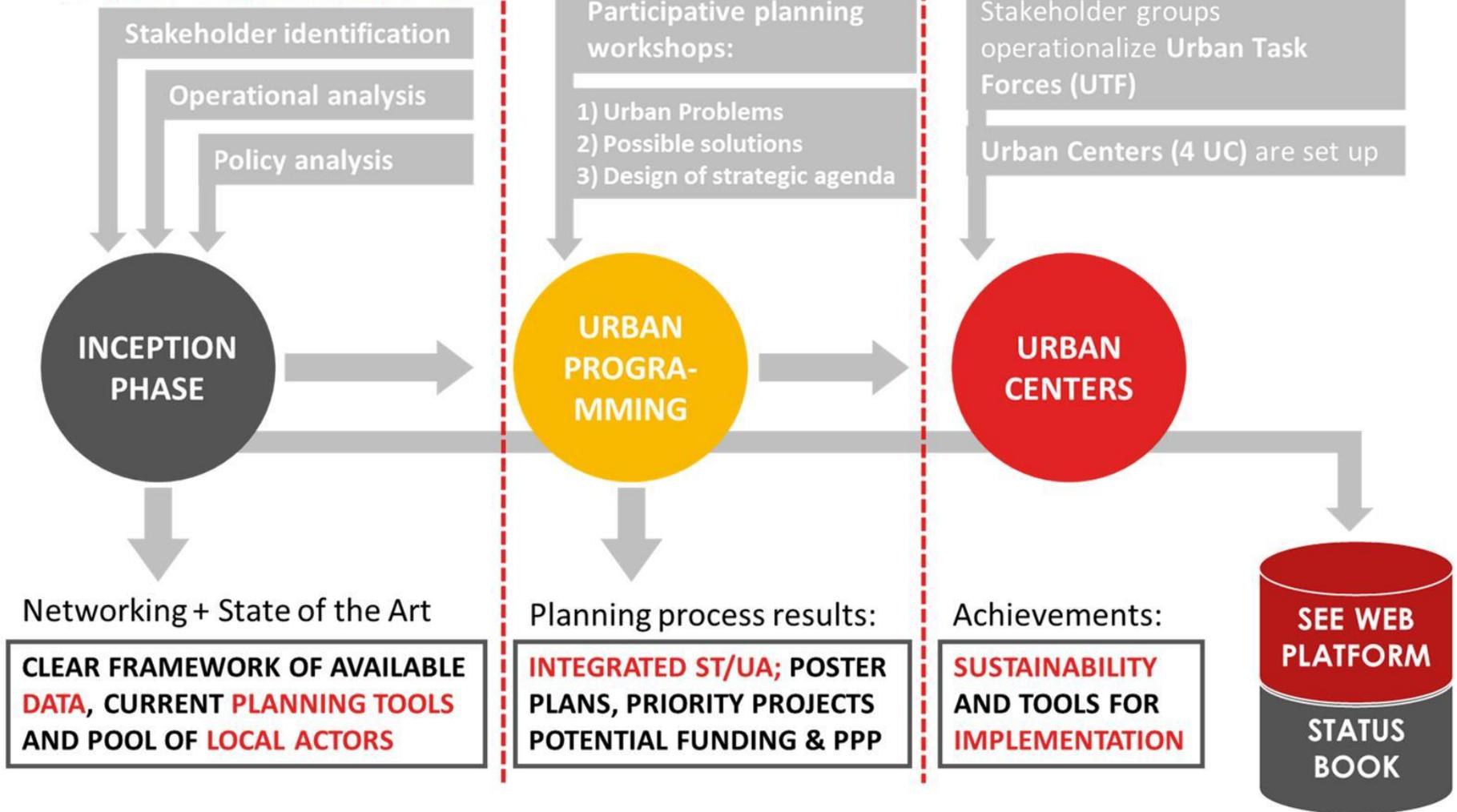
Origins: STATUS project

- **Strategic Territorial Agendas for Small and Middle-Sized Towns and Urban Systems (STATUS)** - 2007-2013 South-East Europe Programme.
- Development of strategic plans through participatory planning instruments.
- **Urban Task Forces** - Arnstein's planning committees / URBACT LSGs





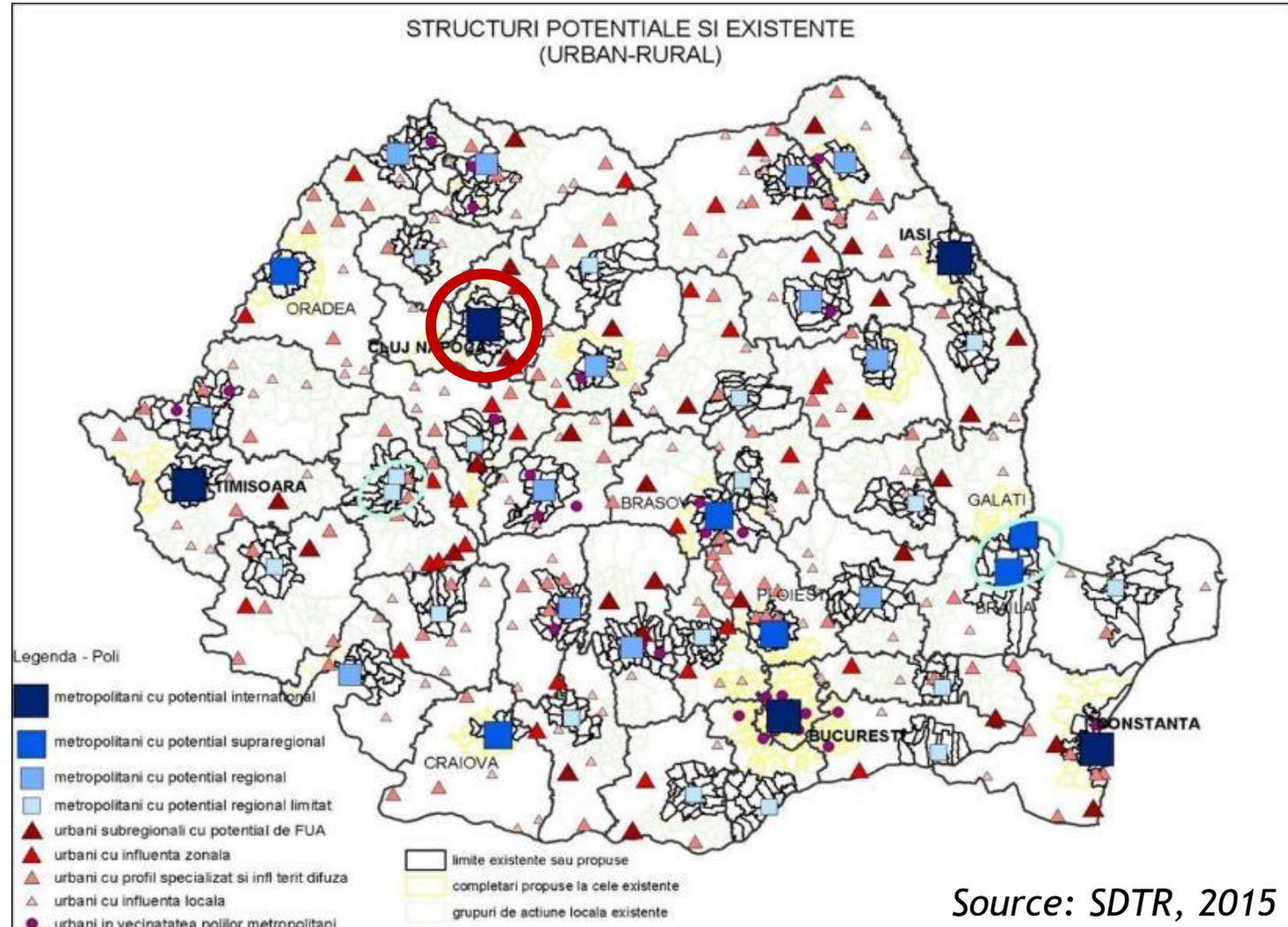
METHODOLOGY





Cluj-Napoca Metropolitan Area

- 400,000 inhabitants
- 2nd largest city in Romania + 18 communes (rural)
- Only *growing* Growth Pole (2007-2013)

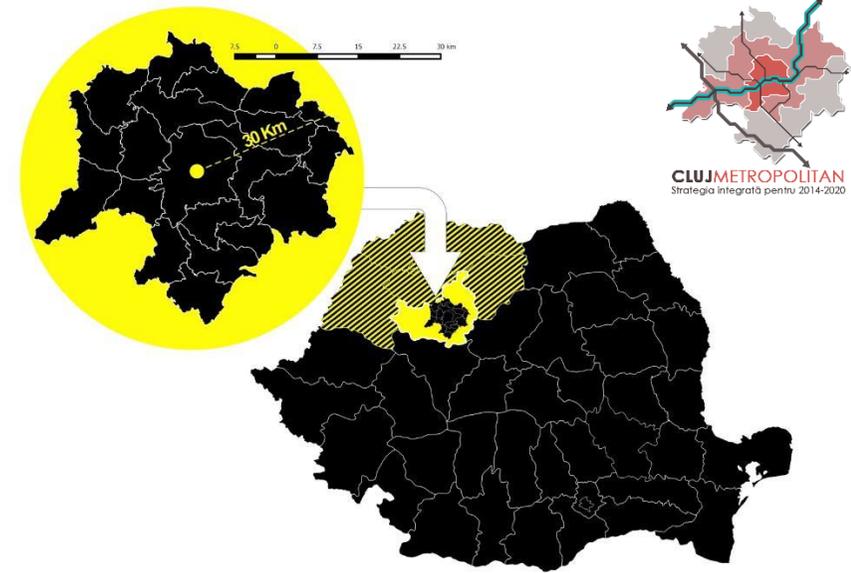


Source: SDTR, 2015



A different challenge

- **Second most important economic center** of the country.
- **Artificial structure** - result of national Growth Poles policy to attract EU funds for urban development.
- **Lack of trust** within the metropolitan area: former programming period projects focused almost exclusively on the urban area.
- Strategy had to be drafted in just **six months**.

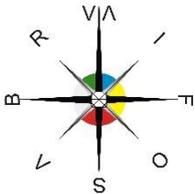




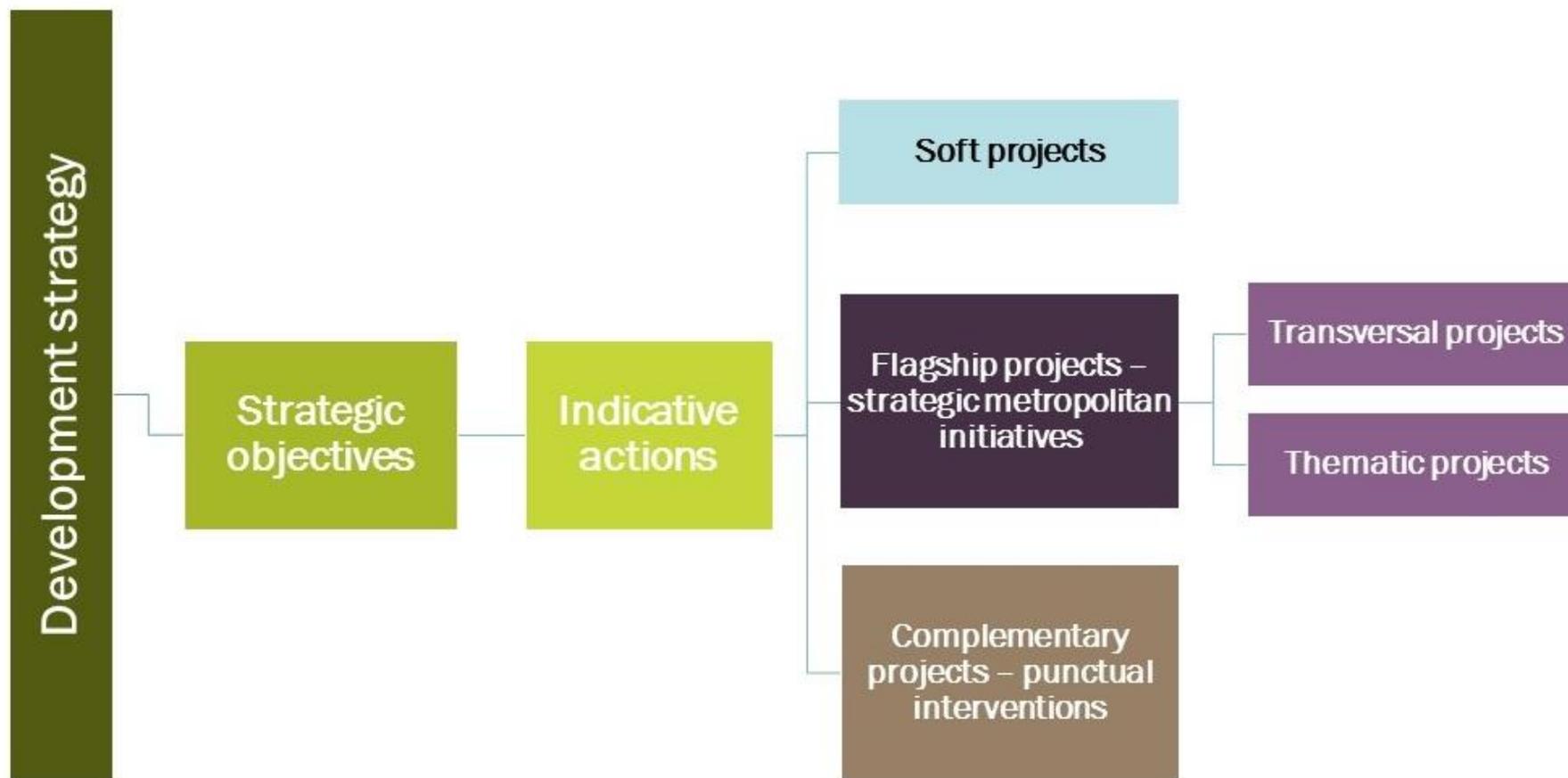
A participatory approach

- **Thematic workshops with local stakeholders:**
 - Local authorities
 - Decentralised public institutions
 - Public utilities' suppliers
 - NGOs (including cluster associations)
 - Universities
 - Private companies
- **Workshops' focus:**
 1. Identifying metropolitan problems
 2. Envisaging solutions
 3. Priority projects
- **Additional meetings with stakeholders**





Structure of the strategic plan





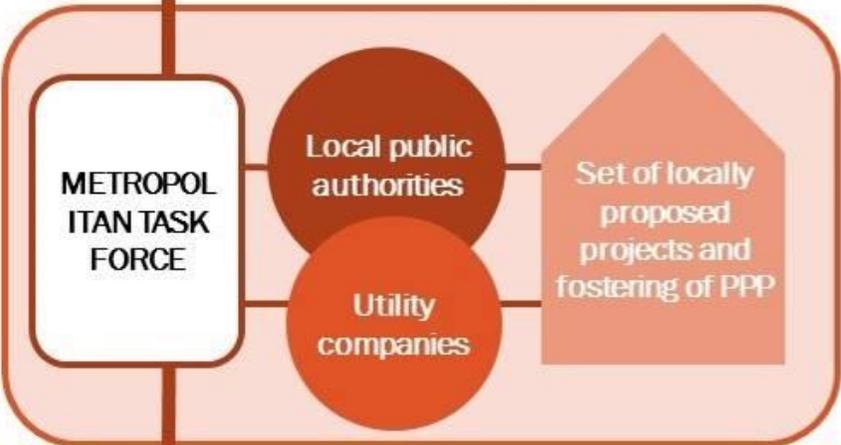
Main axes of the plan

- Nine sectoral strategic objectives, based on the themes approached in the participatory workshops
- The **governance pact** at the center of the strategic plan

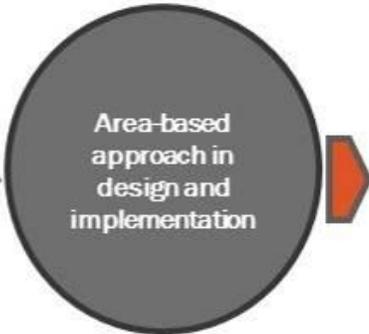




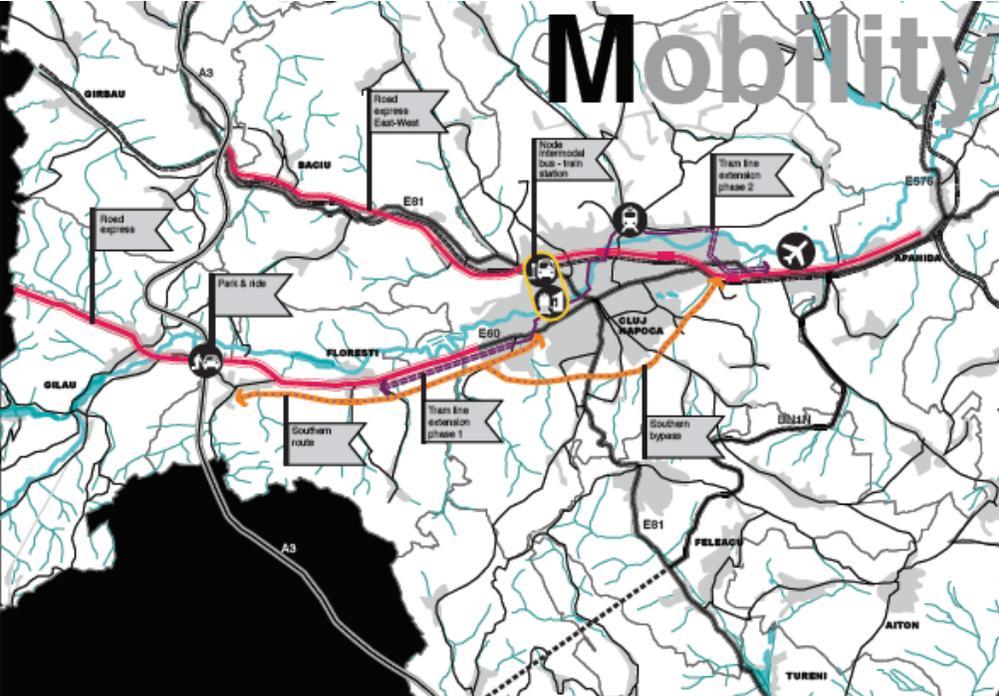
Metropolitan committee: sectoral policies, financial instruments, coordination and integration, project proposals and assessment of implementation.



Action plan enlisting feasible projects, with partnerships and financing opportunities



Mobility



Housing

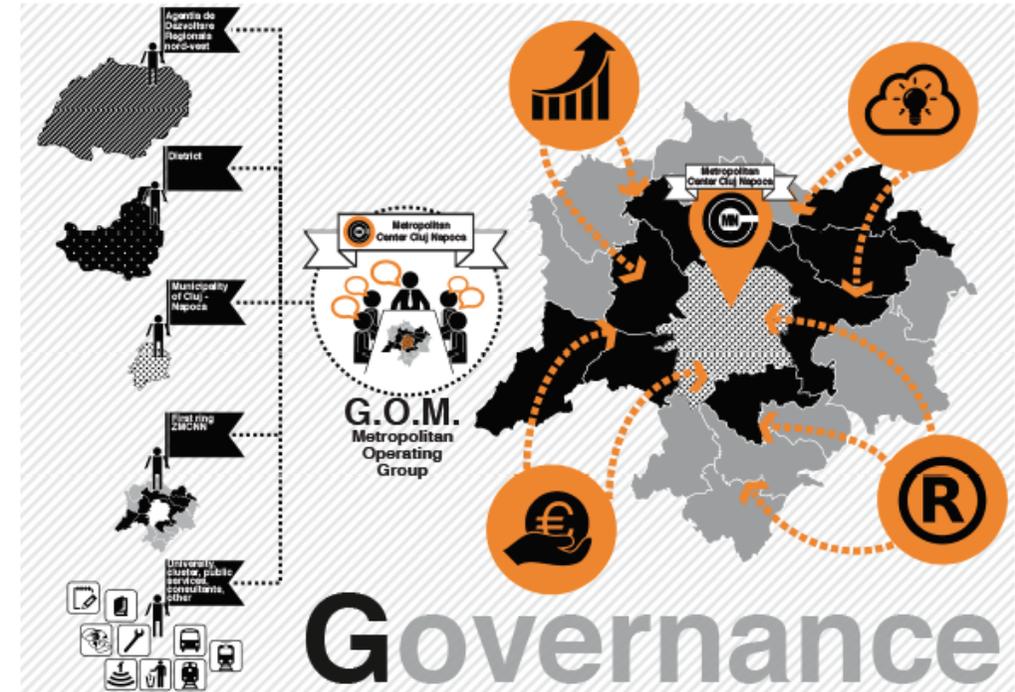


4 SPATIAL PROFILES

Integrated mobility
Metropolitan green
Housing
Governance



Green

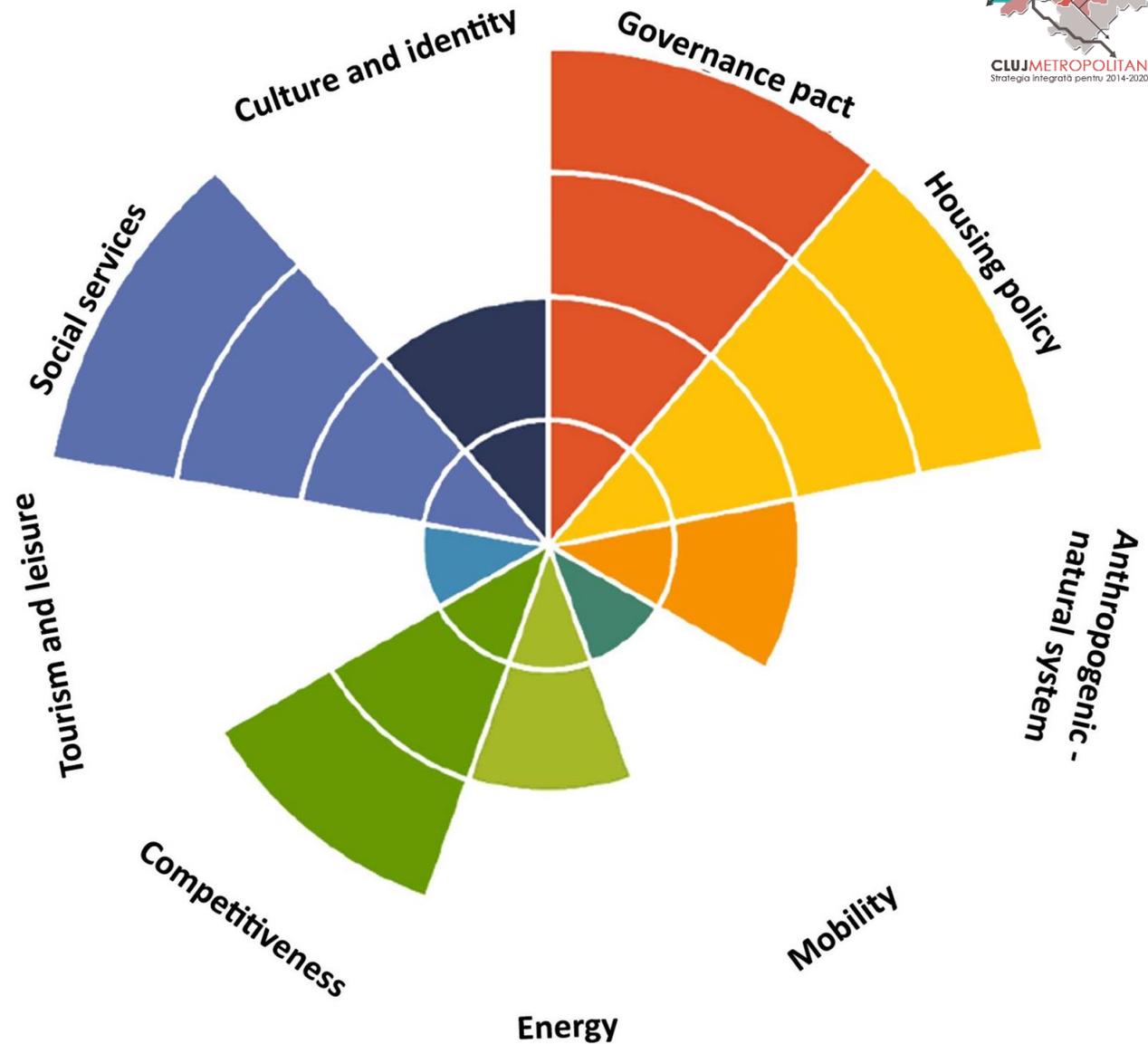


Governance



Self-assessment

- Proposed **soft projects** have had an important role in the innovative character of some development axes.
- A more classical approach, based on well-known best-practice examples, was chosen for sectors such as mobility.





Conclusions

- There are some **common challenges** for urban governance in both small and medium-sized cities and larger metropolitan areas.
- Cluj-Napoca Metropolitan Area strategic plan - just the **start of a process**; stakeholders now to make the transition from the **co-design of the plan to the co-implementation of its projects**.
- Wide stakeholder involvement can **bridge the gap between industry and public administration** and lead to integrated project ideas aimed at fostering territorial development.



Thank you!

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