Smart Governance, the backbone of Smart Planning

A new Strategic Plan for the Cluj-Napoca metropolitan area
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]
Smart Governance

- A pillar for **Smart City** approaches

- Successful construction of governance models is key to ensuring a sustainable development of cities and regions

- **Smart governance** = backbone for **smart planning**
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**

- Stakeholder identification
- Operational analysis
- Policy analysis

**INCEPTION PHASE**
- Networking + State of the Art
- CLEAR FRAMEWORK OF AVAILABLE DATA, CURRENT PLANNING TOOLS AND POOL OF LOCAL ACTORS

**URBAN PROGRAMMING**
- Participative planning workshops:
  1) Urban Problems
  2) Possible solutions
  3) Design of strategic agenda
- Planning process results:
  INTEGRATED ST/UA; POSTER PLANS, PRIORITY PROJECTS POTENTIAL FUNDING & PPP

**URBAN CENTERS**
- Stakeholder groups operationalize Urban Task Forces (UTF)
- Urban Centers (4 UC) are set up
- Achievements:
  SUSTAINABILITY AND TOOLS FOR IMPLEMENTATION

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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

Development strategy

- Strategic objectives
- Indicative actions

Soft projects
- Flagship projects - strategic metropolitan initiatives
  - Complementary projects - punctual interventions
  - Transversal projects
  - Thematic projects

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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.

**METROPOLITAN TASK FORCE**
- Local public authorities
- Utility companies
- Set of locally proposed projects and fostering of PPP

**Action plan** enlisting feasible projects, with partnerships and financing opportunities

**Area-based approach in design and implementation**
- Neighbourhood scale
- Municipality scale
- Metropolitan scale
- County / regional scale / impact

**Private companies and investors**, **universities, research centers**, **industry, banks, chamber of commerce**, **professionals, civil society**

**Urban actors**, **population of the metropolitan area**

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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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