Effective Territorial Development

Consensus building in spatial planning in 10 steps

Experiences in modern governance

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Obstacles for integrative planning

- National legislation and cultures of governance differ
- Sector organisation of public bodies and formal approaches
- Stakeholders’ capacity hardly used
- Distinct assets are not recognised as valuable
- Administrative boundaries seldom fit on issues
- Planners not trained in modern governance
- No commonly agreed vision on future
New approaches needed

- Overcoming differences in legal systems and governance cultures.
- How to co-ordinate policy sectors?
- How to cooperate among levels of government?
- How to identify the relevant territories?
- How to actively involve stakeholders?
- How to agree on promising opportunities?
- How to agree on optimal scenarios?
Diverging Objectives

Different backgrounds
Create consensus on common interests
Agree on a vision for the region’s future

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Co-operation to be seen as addressing common interests

Based on:

- **Similar Problems:** Gain support for generic solutions
- **Connected Opportunities:** Enhance chances for future development

!Co-operation among Differing Regions is more promising than among Similar Regions!
Step 1  **Initiative**

Anyone can initiate process
Planners should be open for initiatives
Involve responsible politicians

Step 2  **Interview stakeholders**

Pre-assess all aspects
Identify interests
Interview stakeholders
**Step 3**  **Define the “region”**
Functional relations
Networks
Re-identify stakeholders / invite them

**Step 4**  **Organise the informal process**
Responsibilities for decisions (pp)
Different stakeholders in dif. stages
Budgets / time schedules
Step 5  **SWOT / Benchmark:**
- Distinct (Economic / Natural / Cultural) assets
- Realistic Positioning
- Realistic Ambitions
- Focus on Opportunities

Step 6  **Objectives / Criteria:**
- Internalise Position / Ambitions
- Different Objectives not all Conflicting
- Formulate together criteria
Step 7 **Draft Scenario’s:**
Possible Futures / Realised Objectives
Map Large Structures / Functions
Differentiate according to Priorities

Step 8 **Analyse Scenario’s:**
Open Discussions
Advantages / Disadvantages
Score Criteria / Objectives
Step 9  **Optimise Scenario**
Combine non conflicting solutions
Draft new Scenario (common ownership!)
Agree on Vision for Development

Step 10  **Decide / Further Steps**
Commit Parties (also previous steps)
Adopt in Responsible Councils
Prepare Legal / Sector Plans
Conclusions:

• Co-operate on opportunities among differing Regions (similar regions are competing)
• Do not define territory by administrative boundaries
• Aim at creating a Common Vision on territory’s future
• Organise Informal Processes with all relevant public and private parties
• Identify Endogenous (economic/cultural/natural) assets by SWOT / benchmark and interviews (Fresh Views! By involving foreign experts)
• Analyse SWOT by stakeholders themselves
But Also:

- **Communicate** all steps to the public
- Commit **stakeholders** during the process
- Keep other **public bodies informed**
- **Monitor** the process results
- **Translate** (in a flexible way) the achievements into sector and regulative plans
Wishing you successful transnational co-operation

Thanks for your attention!