

# Effective Territorial Development

Consensus building in spatial planning in 10 steps

**Experiences in modern governance**

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European Council of Spatial Planners  
Conseil européen des urbanistes

Conference 19-20 April, Maribor, Slovenia

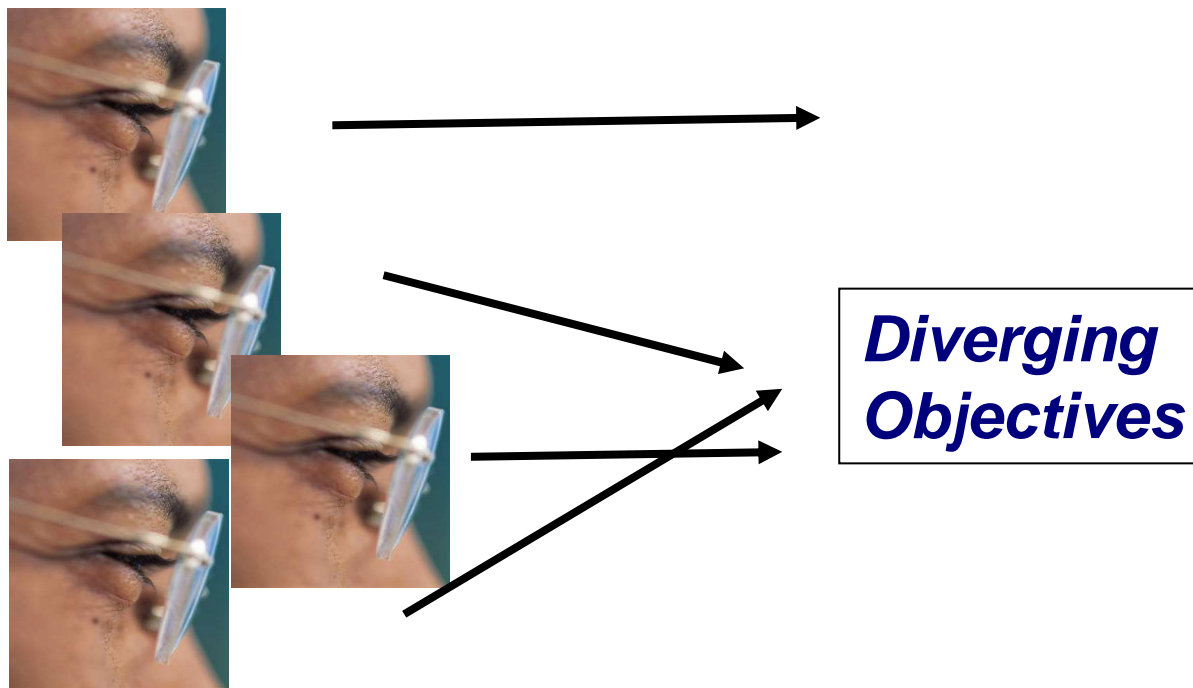
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## Obstacles for integrative planning

- 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?



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

*But, competing environment*

- *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!**

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