Consistent Decision-Making in Urban and Metropolitan Areas based on Participatory and Multi-actor Governance

Dr. Ing. Pietro Elisei
ISOCARP VP, Awards, communication & Marketing - www.isocarp.org
URBASOFIA Founder and Managing Director - www.Urbasofia.eu
A GROWING URBANIZATION

The urban population in 2014 accounted for 54% of the total global population, up from 34% in 1960, and continues to grow. The urban population growth, in absolute numbers, is concentrated in the less developed regions of the world. It is estimated that by 2017, even in less developed countries, a majority of people will be living in urban areas.

Trends: The global urban population is expected to grow approximately 1.84% per year between 2015 and 2020, 1.63% per year between 2020 and 2025, and 1.44% per year between 2025 and 2030.

...AND A DEGROWTH OF PEOPLE LIVING IN RURAL AREAS
Both megacities and small and medium-sized cities are the key living-spaces (social, cultural, economic...) in this century.

**Cities are the places where economic development is generated.**

Up to 80% of GDP is generated in urban areas.

**Cities are strong/global or international actors.**

Cities are getting more and more aux pair partners of international development agencies, global private actors, banks...

Cities are the places where innovation in politics and governance schemes is generated.

**Cities promote safe development and democratic decision making processes.**

Public-Private-Partnerships, and related operational planning tools, are the instruments to bring development in urban disadvantaged areas.

**Cities are the places of the equal opportunities.**

They are the place where social and cultural change is created, where citizenship rights are shaped, where socially inclusive processes take place.

**Social innovative processes, especially in designing advanced policy/governance schemes happen in the cities.**

Municipal government decision directly impact on citizens quality of life. Involvement of citizens is essential in shaping sustainable decisions.

**Cities are the ideal places for economic cooperation.**

The private sector is interacting a lot with cities, especially with the bog ones, in order to realize smart solutions for different urban problems.

**Climate change and energy use/ese related issues are faced at cities scale.**

Urban activities have strong impacts on natural ecosystems going beyond city’s borders, they have enormous ecological footprints. They are even the places where more relevant is the impact of natural risks/hazards.
Empirical analyses show that the choice of governance arrangements has important consequences for economic performance, for the well-being of citizens and for environmental outcomes in metropolitan areas. The better governance arrangements work in coordinating policies across jurisdictions and policy fields, the better the outcomes along the abovementioned dimensions. Coordination of policies is especially important in light of the often outdated municipal borders in metropolitan areas that do not correspond to today’s functional realities. This mismatch contributes to coordination problems and increases the need for governance structures that compensate for it. (Governing the City - Policy Highlights, OECD, 2015).

The governance of metropolitan areas is particularly difficult for a number of reasons. Whatever the institutional arrangements or the peculiarities of the surrounding region, metropolitan governance must address increasingly extended, diverse, and divided spaces. Many metropolitan areas must deal with continued demographic expansion. Many others must also overcome institutional fragmentation due to the lack of a central, encompassing regulatory authority. Most, to some degree, also have to cope with new and sometimes intense local conflicts:

- Social and territorial diversity
- Governmental fragmentation
- Economic globalization and competitiveness
- Socio-political conflicts

(United Cities and Local Government, Metropolitan Governance, 2008).
BUT KEEPING INTO ACCOUNT SMALL AND MEDIUM SIZED CITIES

Small towns in Europe are places we instinctively recognise as part of our everyday experience but are problematic to define. Existing research and policy work has focused to a large degree on large cities and on metropolitan regions (‘big’ or ‘global’ places) often in the context of globalising forces and international competition but there has been relatively little work on ‘smaller places’ such as smaller cities and towns.

ESPON PROJECT ➔ TOWNS HTTP://WWW.ESPON.EU/MAIN/MENU_PROJECTS/MENU_APPLIEDRESEARCH/TOWN.HTML

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 many Europeans live in cities having less than 50,000 inhabitants.

STATUS PROJECT (SEE) – WWW.CITYPLATFORM.NET
This dance of numbers serves to affirm the importance of thinking about how important it is to take care of decisional processes in SMSCs.
ECONOMIC REVIVAL FOR SMSCS REQUIRES SOCIAL INNOVATIVE PROCESSES OF STRATEGIC PLANNING

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.**

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.

For the SMSCs it can be synthetized 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.**

DESIGNING THE STRATEGY

MORE STRATEGIC THINKING AND EFFECTIVE POLICY SCHEMES FOR FACING LOCAL NEEDS PRESENT AT CITY SCALE
• Public-private partnerships and public-private-people partnerships for the re-functionalization of different areas.

• Involvement of local public authorities:
  • Supporting services for populations
  • Providing incentives for local entrepreneurs
  • Organizing events
SOCIAL EXCLUSION

- Involvement of minorities and other socially disadvantaged groups in the decision-making process.

- Partnerships with public institutions and NGOs – addressing specific problems:
  - Development of educational programmes
  - Development of programmes meant to reintegrate the residents in the job market.
A CLEAR FRAMEWORK OF AVAILABLE DATA, CURRENT PLANNING TOOLS AND POOL OF LOCAL ACTORS CHARACTERIZING THE PARTNER CITIES PLANNING ARENAS

Networking + State of the Art

Desk analysis
Field analysis
Operational analysis

Local workshop with local actors (participated planning process)

A PHYSICAL SPACE FOR U.C. IS IDENTIFIED
URBAN TASK FORCES OPERATIONAL IN THE U.C.

Planning process results: strategic documents are ready

CITIES KNOWLEDGE PLATFORM
http://www.seecityplatform.net/

TERRITORIAL/URBAN AGENDAS
POSTER PLANS
Strategic Poster Plan Kavala (GR)

2012
1. Project meeting: Sharing ideas in the first round of project activities and identifying the vision for the City development.
2. Workshops: Sharing ideas in workshops to define actions and identify the multi-sectoral plan.
3. Workshops: Sharing ideas in workshops to define actions and identify the multi-sectoral plan.
4. Workshops: Sharing ideas in workshops to define actions and identify the multi-sectoral plan.

2013
1. Open meeting: Sharing ideas in the second round of project activities and identifying the vision for the City development.
2. Workshops: Sharing ideas in workshops to define actions and identify the multi-sectoral plan.
3. Workshops: Sharing ideas in workshops to define actions and identify the multi-sectoral plan.
4. Workshops: Sharing ideas in workshops to define actions and identify the multi-sectoral plan.

2014
1. Open meeting: Sharing ideas in the third round of project activities and identifying the vision for the City development.
2. Workshops: Sharing ideas in workshops to define actions and identify the multi-sectoral plan.
3. Workshops: Sharing ideas in workshops to define actions and identify the multi-sectoral plan.
4. Workshops: Sharing ideas in workshops to define actions and identify the multi-sectoral plan.

Urban Regeneration
- Development of tourism: The waterfront
- Development of tourism: The waterfront
- Development of tourism: The waterfront
- Development of tourism: The waterfront

Tourism and Heritage: The Dual Landscape
- Development of tourism: The waterfront
- Development of tourism: The waterfront
- Development of tourism: The waterfront
- Development of tourism: The waterfront

Entrepreneurship
- Development of tourism: The waterfront
- Development of tourism: The waterfront
- Development of tourism: The waterfront
- Development of tourism: The waterfront

agenda and output projects

Strategic general map
Knowledge and Attitude to Valorizing Amazing Local Assets
Stadiul proiectului

Analiză: Caracterizarea generală a Zonei Metropolitane

Plan de consultări publice

Diagnostic, viziune și obiective strategice

Profil spațial și arii de intervenție în Zona Metropolitană Cluj Napoca

Plan de acțiune operațional

Strategia finală

Atelier 1 Probleme

Atelier 2 Soluții

Întâlnire Discuții

Atelier 3 Strategie

Început: Iunie 2015

Încheiere: Noiembrie 2015

Prezentare publică
Setul de obiective strategice

1. Un pact de guvernanță metropolitană bazat pe cooperare, valorificarea potențialului de creștere competitivă a Zonei Metropolitane și pe reducerea disparităților din interiorul acesteia
2. Locuire de calitate, accesibilă și atractivă în zona metropolitană
3. Dezvoltarea sistemului antropic în armonie cu sistemul natural al zonei metropolitane
4. Infrastructură și servicii de transport integrate, sustenabile și de calitate
5. Zona metropolitană – un model din punct de vedere al abordării energiei
6. Consolidarea competitivității economice a ZMCN
7. Extinderea contribuției la economia locală a turismului și agrementului
8. Dezvoltarea serviciilor integrate de incluziune socială în vederea creșterii calității vieții locuitorilor din ZMCN
9. Zona Metropolitană ca pol identitar cultural și de evenimente la nivel național și internațional
Abordarea strategiei metropolitane integrate

9 obiective strategice
26 direcții de acțiune
Urban Governance is the software that enables the urban hardware to function. Urban governance can be defined as the many ways that institutions and individuals organize the day-to-day management of a city, and the processes used for effectively realizing the short term and long-term agenda of a city’s development.

Urban Governance is a process of decision-making that engages various actors with different priorities to ensure that rules are made and enforced, development is realized and services delivered. It is therefore a continuous process that informs the success of a city system.

SOURCE: http://unhabitat.org/urban-themes/governance/
• A consistent decision should be based on **sound and locally shaped governance schemes**. Governance schemes capable to create a dialogue, and to identify a liaisons among all actors, resources and institutions (creating schemes through local clarification processes).

• **A consistent decision entails all elements that characterize and structure a proper strategic approach.** It is based on application of strategic tools that gather and organize all territorial issues within specific operational categories (strategic plan conceptual axis: mobility, public space, cultural heritage, social inclusion, green/blue infrastructures...)

• **A consistent decision is local rooted.** It is based on a wide-ranging listening process, where people/residents needs are understood, examinated, transformed into operational responses (concrete projects area based). Sustainability of projects is based on the capability of local rooting urban planning choices.

• A consistent decision is facilitated when a well-designed set of territorial/urban policies and a simple/effective planning system are available ( these 2 conditions are rarely verified).
Thank you very much for your time and attention

PIETRO ELISEI

ISOCARP VP AWARDS, MARKETING & COMMUNICATION --- www.isocarp.org
URBASOFIA FOUNDER AND DIRECTOR --- www.urbasofia.eu

dr.pietro.elisei@gmail.com