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Inclusive Coastal Landscapes Integrated Planning + Design for Coastal Landscapes Session Wednesday, 25th of March 2020

STRATEGY AND MASTER PLAN From Goal Setting to Strategy Building



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Agenda for Today

Vision

Strategic planning

Transforming problems in objectives – tools

Scenarios

Policies

Actors / responsibilities

Planning strategically on coastal areas

Speaker: Liviu IANASI,
with support: Gabriel PASCARIU and Matei COCHECI (UAUIM)





What is strategic planning?

What is strategy?

Question – interactive

What factors can stop strategies to become realities?

Who and/or which are the “obstacles” for a “perfect” strategy to be transposed in reality?

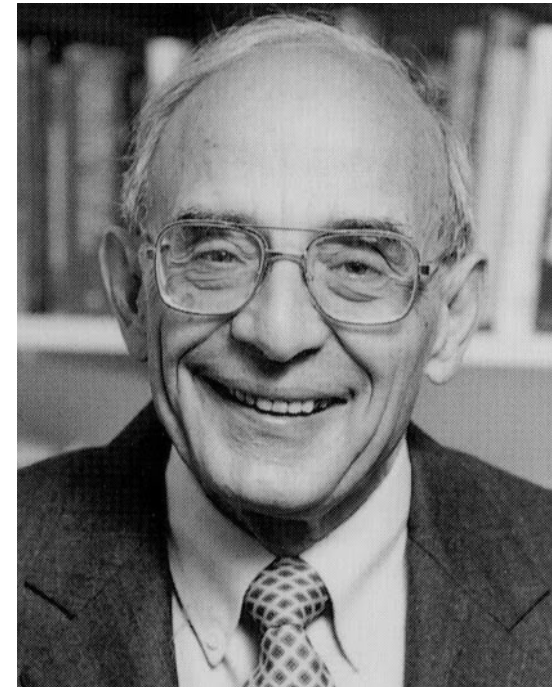


What is strategic planning?

What is strategy?

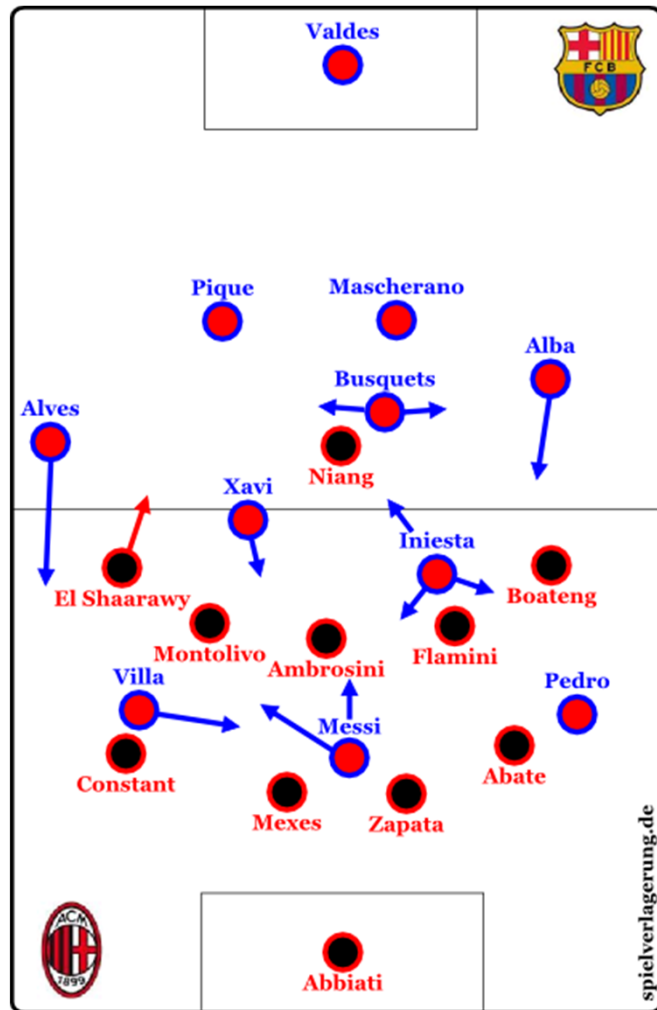
**Ansoff – Corporate Strategy,
1965**

Igor ANSOFF
1918-2002





What is strategic planning?





The Strategy: the myth, the comprehensive, the useful, the reality

the legendary cloak







Planning in the public domain

Modern planning, as a form of technical reason, is applied to the full range of problems that arise in the public domain

Planning takes place in and is adapted to a rapidly changing and increasingly turbulent world

In contemporary planning practice, knowledge derived from scientific and technical research has been added to the pragmatic knowledge of experience

John Friedmann



Activities (steps) in planning practice 1

(John Friedmann)

1. Defining the problem to be addressed in ways that will make it amendable to action or policy intervention

2. Modeling and analyzing the situation for the purpose of intervention with specific policy instruments, institutional innovations, or methods of social mobilization



Activities (steps) in planning practice 2

(John Friedmann)

3. Designing one or more potential solutions in the form of policies, substantive plans of action, institutional innovations a.s.o., expressed in terms of:

- Futurity - goals and objectives, actions sequence.
- Space - location, physical design
- Resource requirements
- Implementation procedures
- Procedures for feedback and evaluation



Activities (steps) in planning practice **3**

(John Friedmann)

4. Carrying out detailed evaluation of the proposed alternative solutions in terms of their technical feasibility, cost effectiveness, probable effects on different population groups, political acceptability a.s.o.





The EU compendium of spatial planning systems and policies

SPATIAL PLANNING - a form of planning
conducted through a very systematic and
formal hierarchy of plans from national to local
level, which coordinate public sector activity
across different sectors but focus more
specifically on spatial coordination than
economic development...



The EU compendium of spatial planning systems and policies

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**SPATIAL PLANNING - ...It requires responsive
and sophisticated planning institutions and
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commitment**

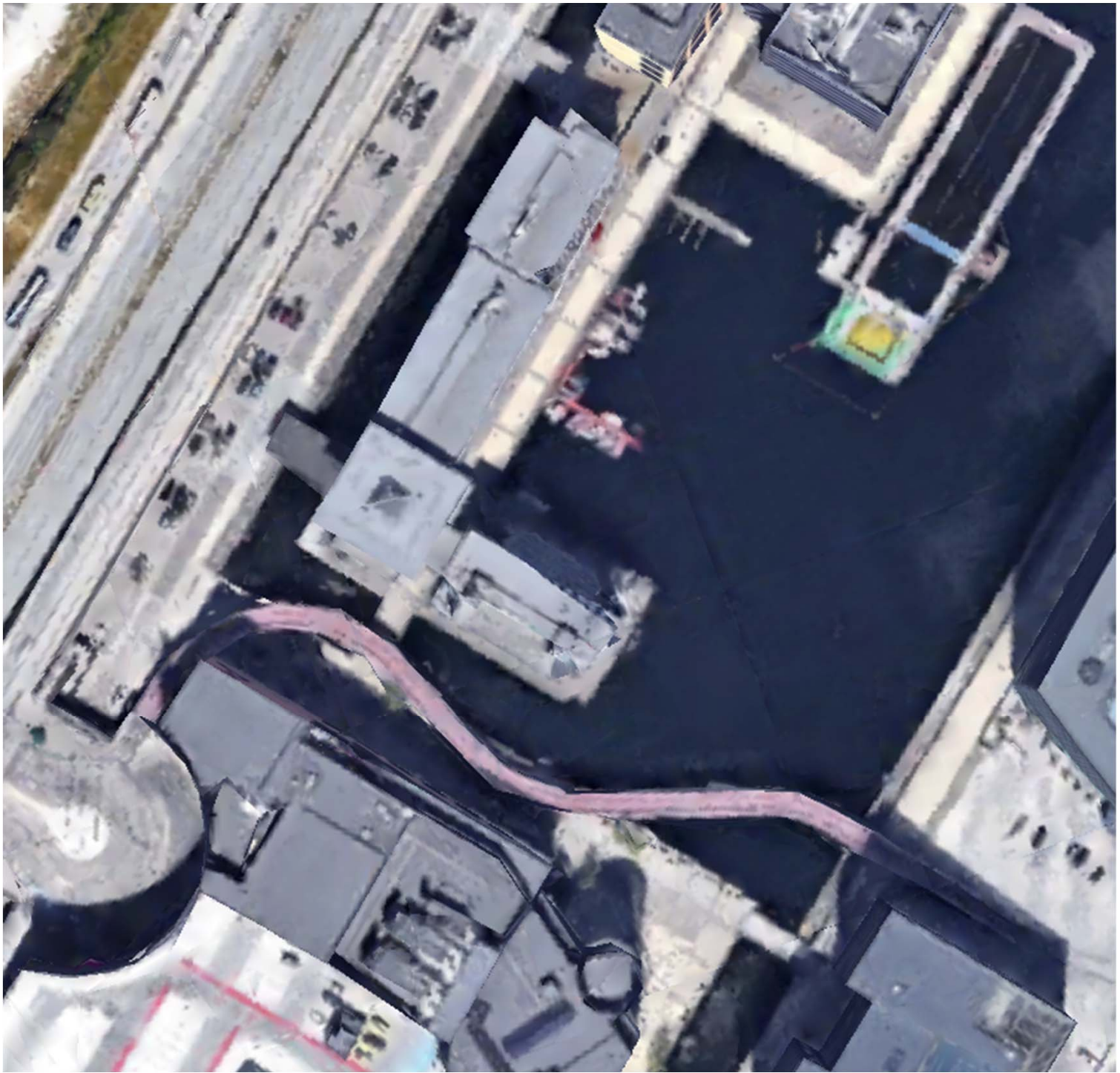


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THE COMPREHENSIVE INTEGRATED APPROACH







The EU compendium of spatial planning systems and policies

REGIONAL PLANNING - planning has a very
broad meaning relating to the pursuit of wide
social and economic objectives, especially in
relation to disparities...between different
regions...



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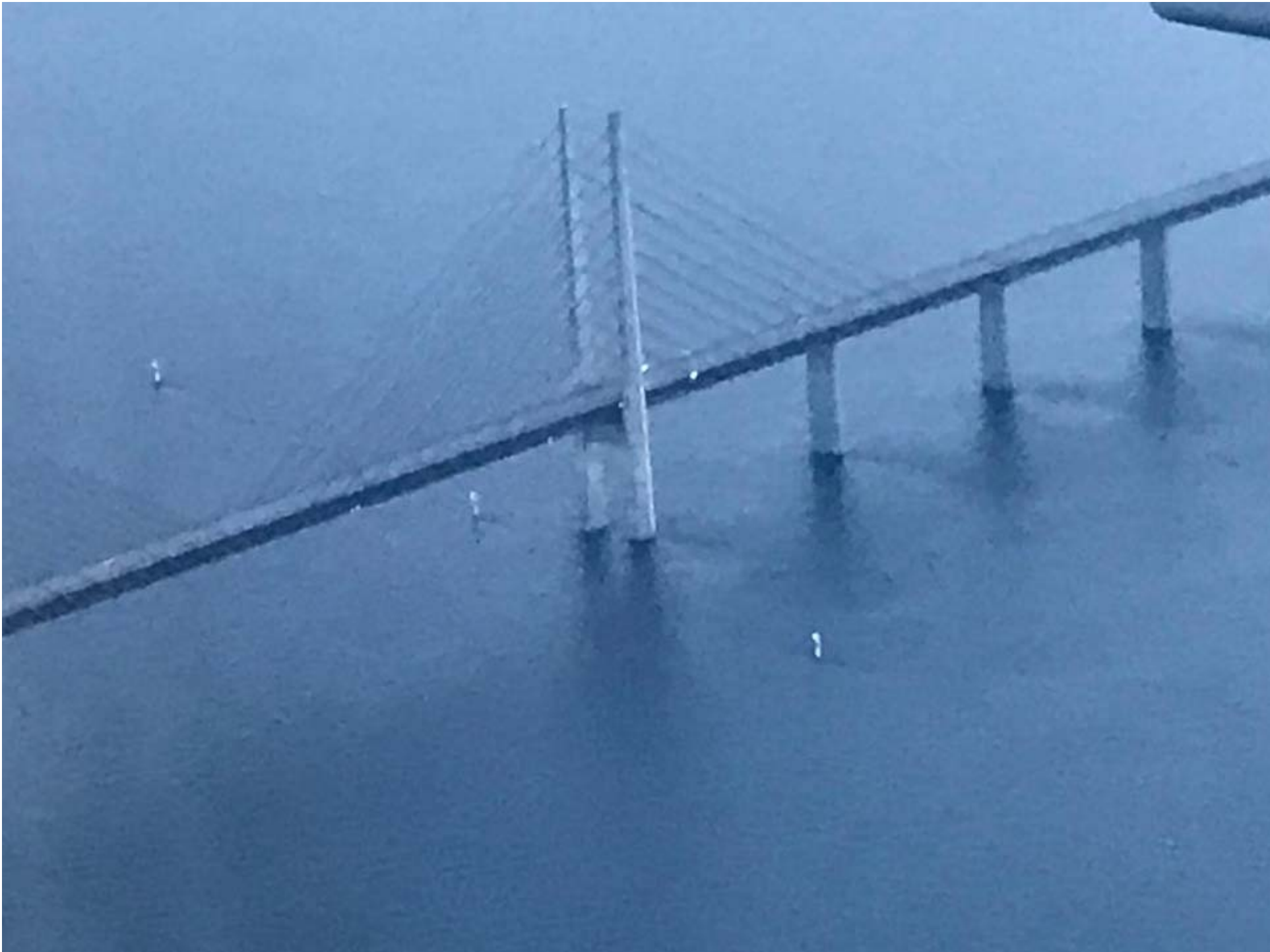
**REGIONAL PLANNING -... Where this
approach...is dominant, central government
inevitably plays an important role.**



The EU compendium of spatial planning systems and policies

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THE REGIONAL ECONOMIC APPROACH









PLANNING AS A COMPONENT OF THE MANAGEMENT PROCESS

- The process that sets goals, defines actions to reach them, estimates and allocates resources, determines stages in time and deadlines, identifies responsibilities for actions, and defines mechanisms of monitoring and evaluation

PLANNING AS A COMPONENT OF THE MANAGEMENT PROCESS

- STRATEGIC PLANNING

and

- OPERATIONAL PLANNING



MANAGING THE **COAST** STRATEGICALLY

- **STRATEGIC PLANNING**
- **OPERATIONAL PLANNING**
- **IMPLEMENTATION**
- **MONITORING AND EVALUATING**
- **REVIEWING, TUNING, EXPANDING**











DIFFERENT TYPES OF POLICIES

- **SECTORAL POLICIES (deal with one sector/service):**
 - Public Transport Policy
 - Education Policy
 - Tourism Promotion Policy
 - Fighting Coastal Erosion Policy
- **INTEGRATED POLICIES (bring together inter-related problems/subjects for a broad domain):**
 - Local Economic Development Policy
 - Bio-diversity Protection Policy
 - City Circulation Policy
- **AREA-SPECIFIC POLICIES (address one area, specific by characteristics and problems):**
 - Tourism Beaches Area Policy
 - Economic Enterprise Zone Policy
 - Promontory “X” Area Policy

ATTENTION:

ALL POLICIES HAVE A SPATIAL DIMENSION













DIFFERENT TYPES OF PROGRAMS

- **Sectoral programs**, usually dealing with a larger area, or “scattered”:
 - Streets, pavement improvement;
 - Protection of nesting areas.
- **Integrated programs**, usually addressing a clearly-defined area, or more isolated spots in a coordinated/similar way:
 - Development of a touristic settlement in gulf X;
 - Ecological reconstruction of the decayed/altered areas.









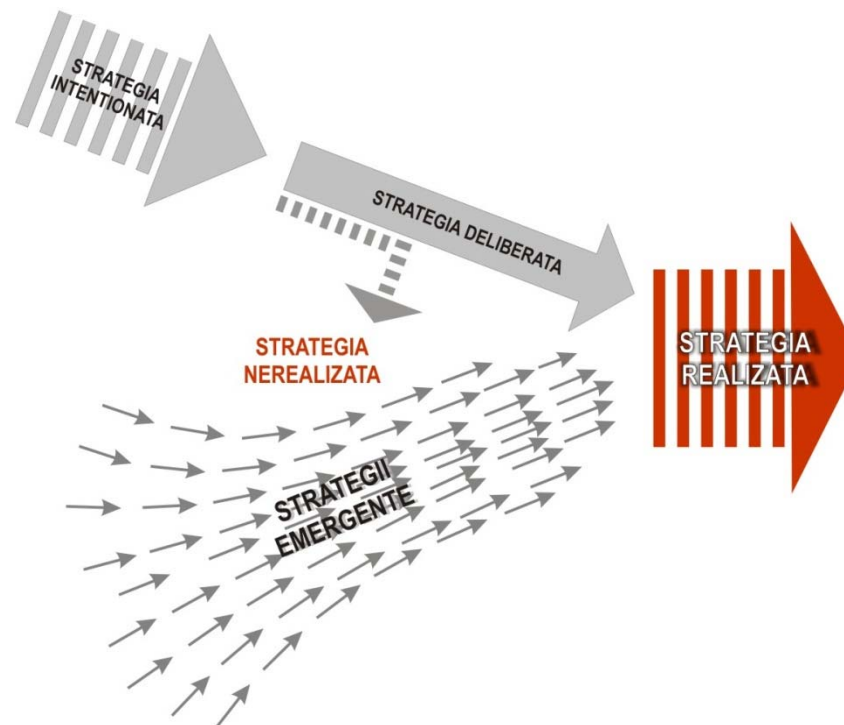




The Strategy: the myth, the comprehensive, the useful, the reality



The planned strategy, the intended/discarded ones, the approved one, (other) emergent strategies, the applied, the achieved



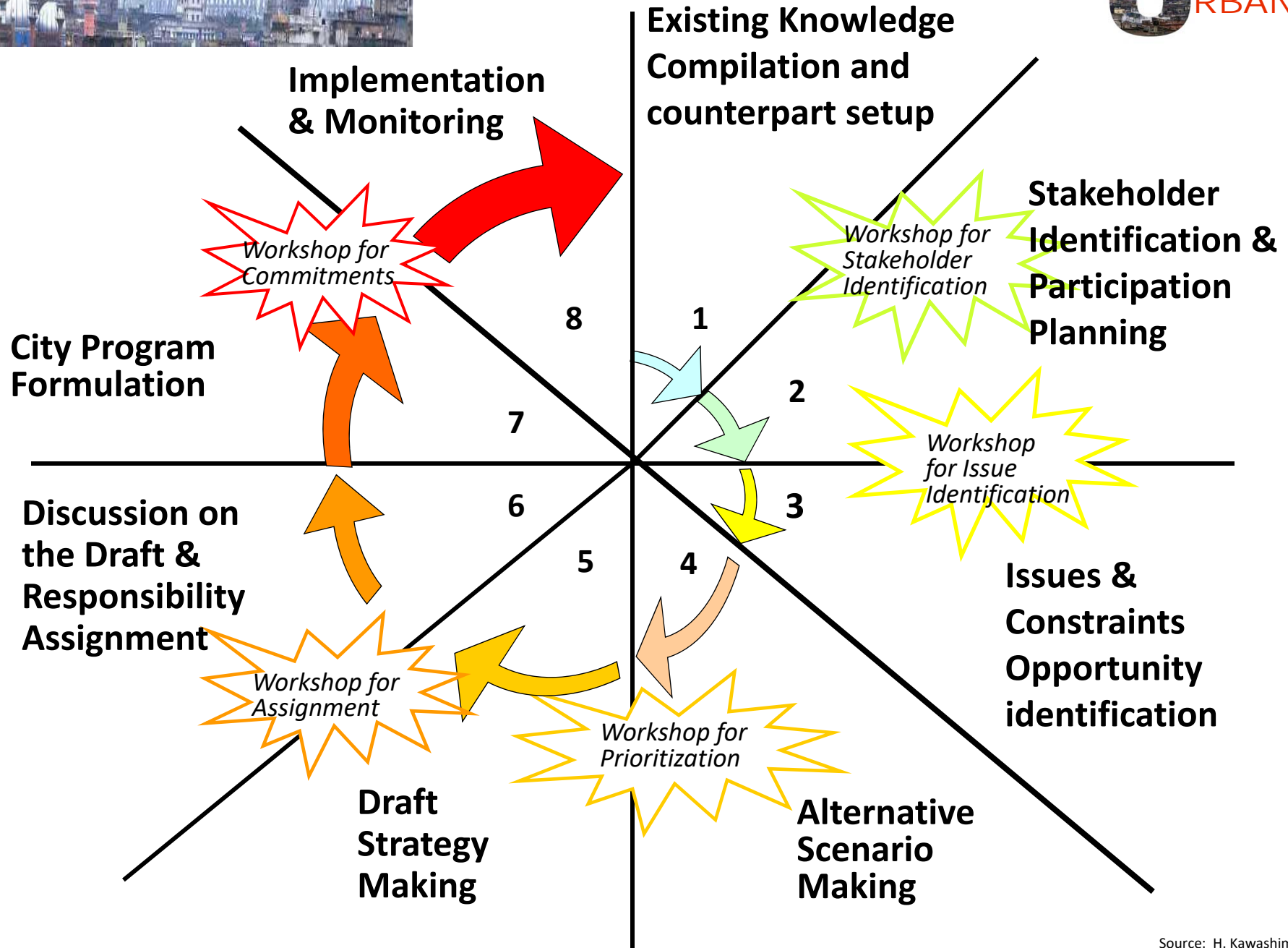
source
Henry Mintzberg, 1994, 24

The Strategy and the Strategy elaboration process



PROCESS and PRODUCT

(funny Mintzberg)





The components/steps: from SWOT to monitoring indicators and evaluation

ExtE IntE D

Pr V

Vision, Mission, Goals

OPTIONS

Strategic courses of actions

The "W"s

HOW – policies, programs, projects

eyes on the ball and assessments

re-positioning, reinforcing, restructuring

the loops



Strategic planning and Spatial planning

space as the relevant resource
space as a support
space as location
natural/urbanized space

ZONA LITORALULUI ROMANESC

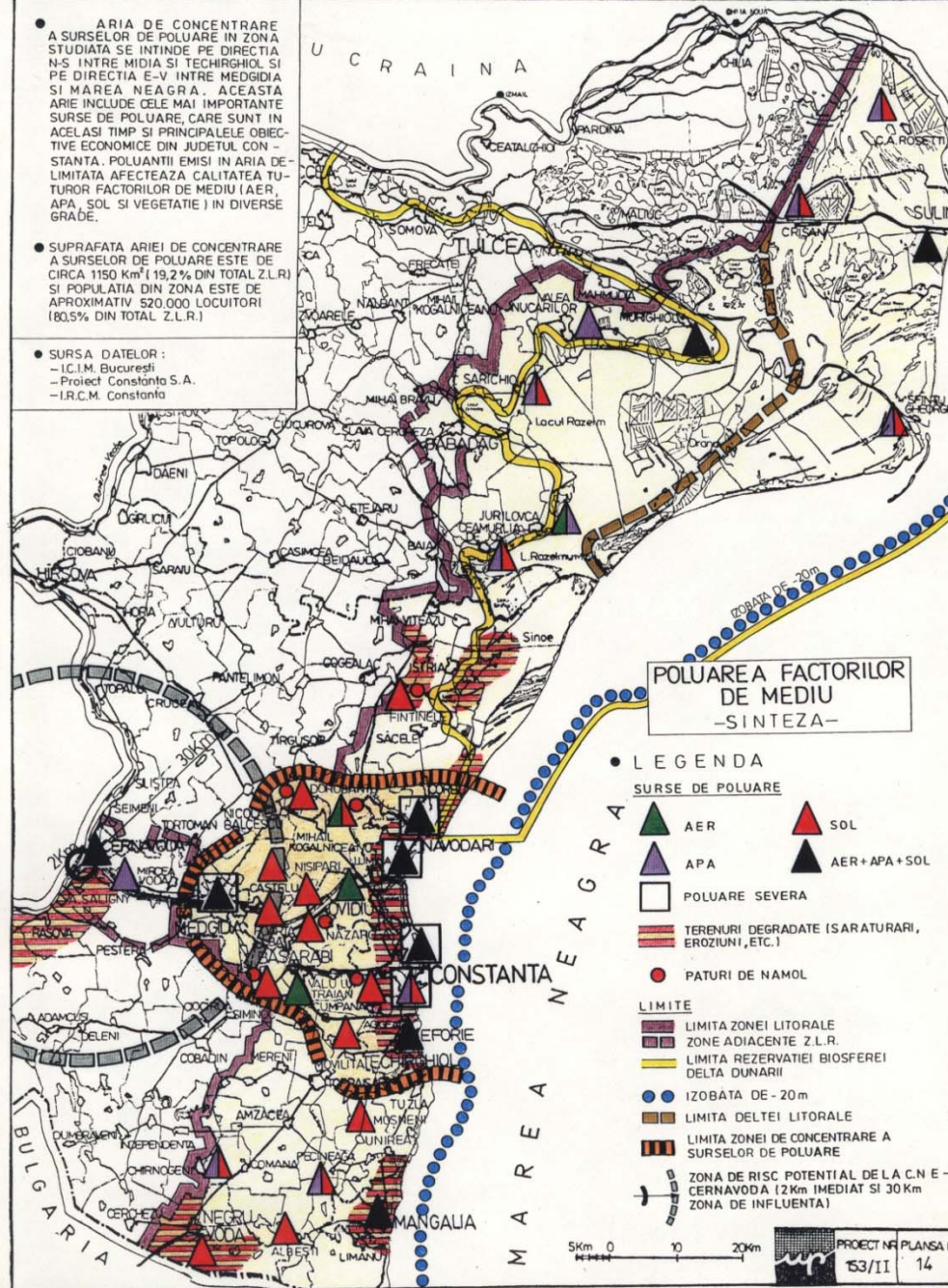
ANALIZA STARII MEDIULUI SI A SURSELOR DE POLUARE



• ARIA DE CONCENTRARE A SURSELOR DE POLUARE IN ZONA STUDIATA SE INTINDE PE DIRECTIA N-S INTRE MIDIA SI TEHRIGHIOL SI PE DIRECTIA E-V INTRE MEDVIDIA SI MAREA NEAGRA. ACEASTA ARIE INCLUDE CELE MAI IMPORTANTE SURSE DE POLUARE, CARE SUNT IN ACELASI TIMP SI PRINCIPALELE OBIECTIVE ECONOMICE DIN JUDETEL CONSTANTA. POLUANTII EMISI IN ARIA DELIMITATA AFECTEAZA CALITATEA TUTUROR FACTORILOR DE MEDIU (AER, APA, SOL SI VEGETATIE) IN DIVERSE GRADE.

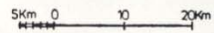
• SUPRAFATA ARIEI DE CONCENTRARE A SURSELOR DE POLUARE ESTE DE CIRCA 1150 km² (19,2% DIN TOTAL Z.L.R.) SI POPULATIA DIN ZONA ESTE DE APROXIMATIV 520.000 LOCUITORI (80,5% DIN TOTAL Z.L.R.)

• SURSA DATELOR :
 - I.C.I.M. Bucuresti
 - Proiect Constanta S.A.
 - I.R.C.M. Constanta



POLUAREA FACTORILOR DE MEDIU -SINTEZA-

- LEGENDA
- SURSE DE POLUARE**
- ▲ AER
 - ▲ SOL
 - ▲ APA
 - ▲ AER+APA+SOL
 - POLUARE SEVERA
 - ▨ TERENURI DEGRADATE (SARATURARI, EROZIUNI, ETC.)
 - PATURI DE NAMOL
- LIMITE**
- ▬ LIMITA ZONEI LITORALE
 - ▬ ZONE ADJACENTE Z.L.R.
 - ▬ LIMITA REZERVATIEI BIOSFEREI DELTA DUNARII
 - IZOBATA DE -20m
 - ▬ LIMITA DELTEI LITORALE
 - ▬ LIMITA ZONEI DE CONCENTRARE A SURSELOR DE POLUARE
 - ▬ ZONA DE RISC POTENTIAL DE LA C.N.E - CERNAVODA (2Km IMEDIAT SI 30Km ZONA DE INFLUENTA)







Strategy as a course of action

the wind from EE
the doors towards CP
the warmth inside
the health and fragility
the training and fitness
the preparation and quick
reaction



Strategic attitude and strategic options

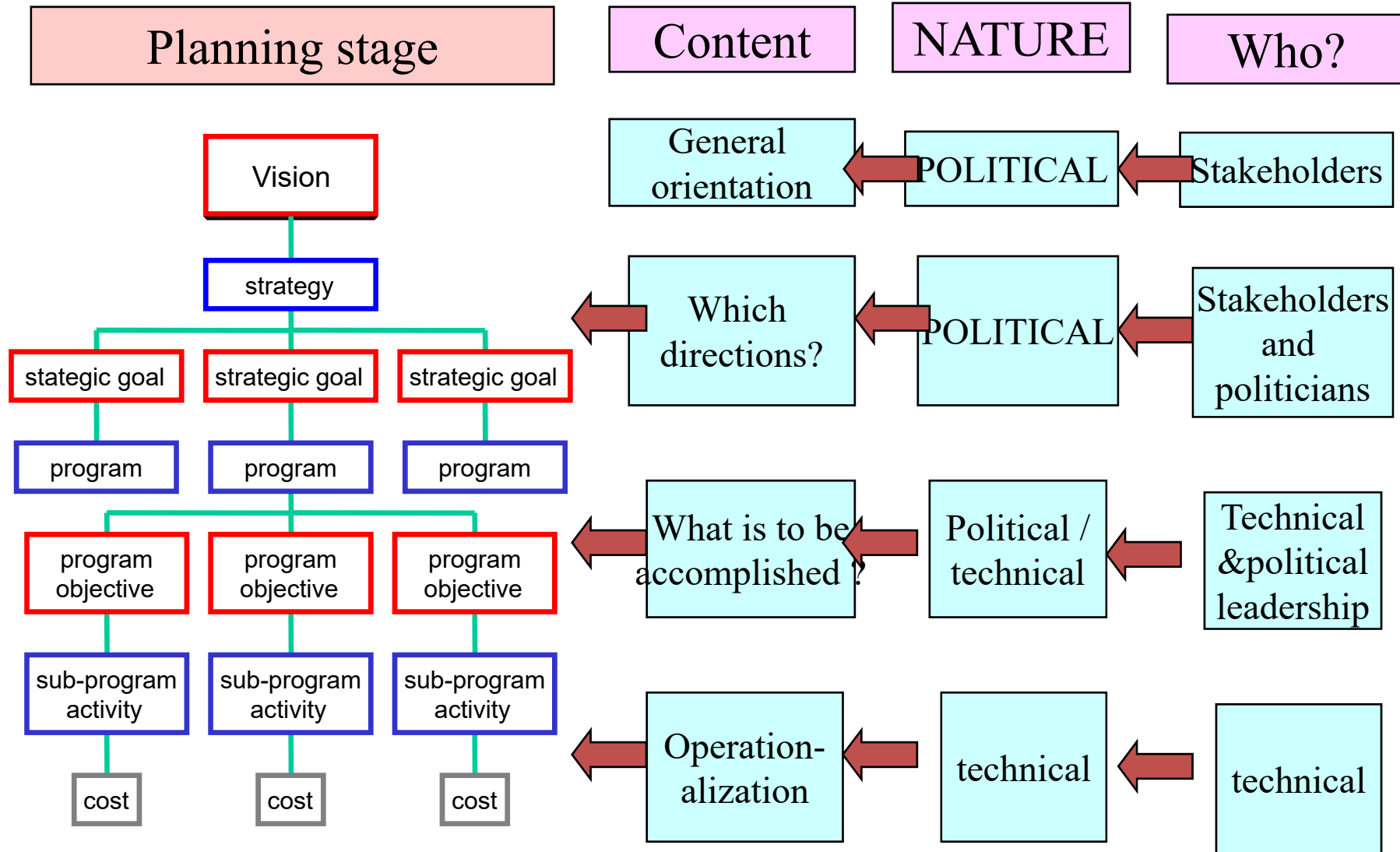
vision towards the future
awareness of “turbulent
world”
alternative and options



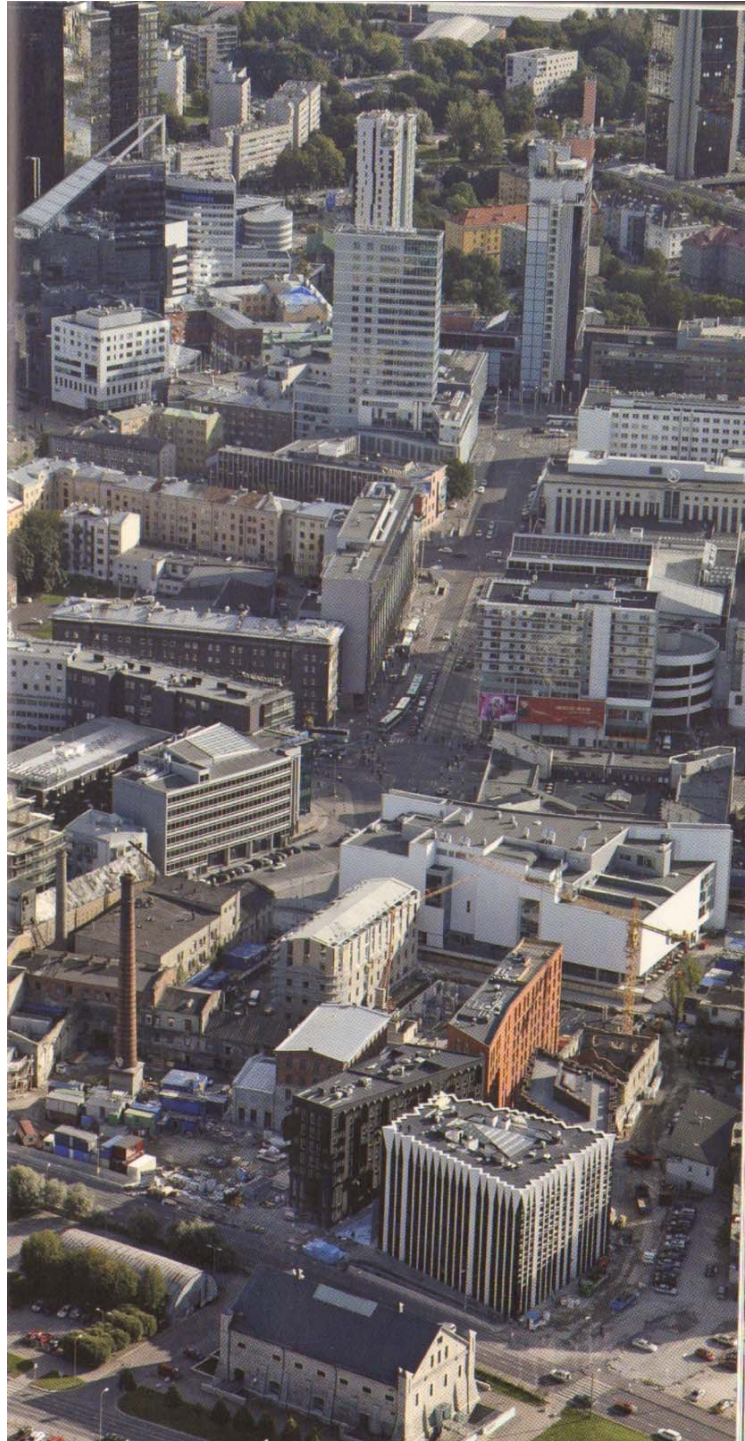
Strategic planning between technical assessments and political choices

the multi-actor game
participatory planning
inclusive planning
DT & TD

Players in Strategic Planning (Kat.Pallai)











Communication and negotiations in the planning process

necessary and un-avoidable



Scenarios as “possible futures”, but also as “adjustment references”

ZONA LITORALULUI ROMANESC POTENTIALUL TURISTIC



POTENTIAL TURISTIC NATURAL

LACURI DE AGREMENT

1. SIUTHIOL (MAMAIA)
2. BELONA (EFORIE NORD)
3. COSTINEȘTI (COSTINEȘTI)
4. NEPTUN I (NEPTUN-OLIMP)
5. NEPTUN II (NEPTUN-OLIMP)
6. JUPITER (JUPITER)
7. TISMANA (JUPITER)
8. VENUS (VENUS)

LACURI CU NAMOL TERAPEUTIC

9. NUNTASI (ISTRIA-SACELE)
10. TECHIRGHIOI (TECHIRGHIOI)
11. MANGALIA (MANGALIA)

LACURI CU POTENTIAL TURISTIC

12. COMPLEXUL LAGUNAR RAZELM-SINOIE
13. TASAUL (NAVODARI)
14. CORBU (CORBU)
15. TATLAGEAC (UNIREA)

PADURI DE INTERES TURISTIC

16. FINTINIȚA-MURFATLAR (BASARABI)
17. VALU LUI TRAIAN (VALU LUI TRAIAN)
18. PADUREA NEPTUN (NEPTUN)
19. PADUREA HAGIENI (ALBESTI)

ALTE OBIECTIVE DE INTERES TURISTIC

20. COMPLEXUL RUPESTRU DE LA BASARABI
21. REZERVATIA SPEOLOGICA DE LA LIMANU

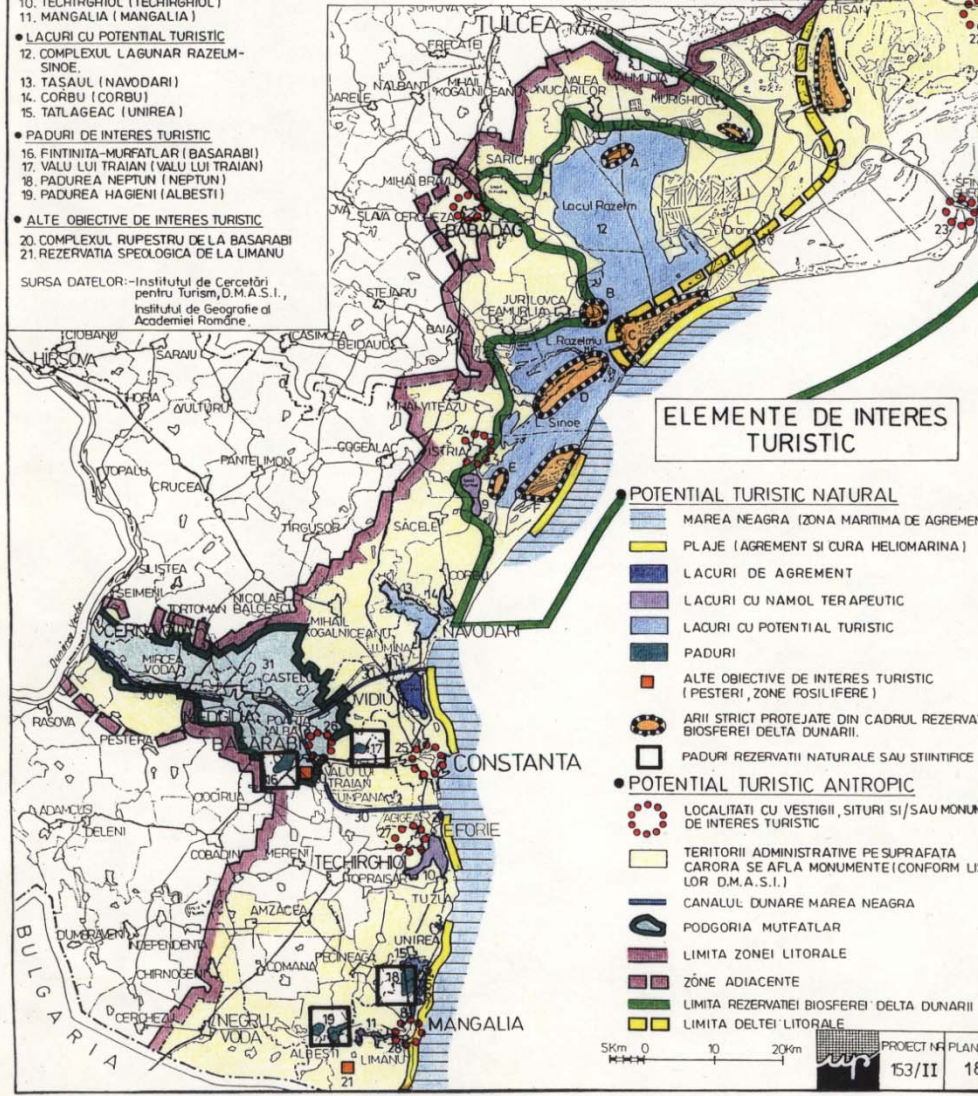
SURSA DATELOR: -Institutul de Cercetări pentru Turism, D.M.A.S.I.,
-Institutul de Geografie al Academiei Române.

POTENTIAL TURISTIC ANTROPIC (MONUMENTE ISTORICE SI DE ARTA, MUZEE, ETC.)

22. SULINA
23. SFANTU GHEORGHE
24. ISTRIA
25. CONSTANTA
26. BASARABI
27. TECHIRGHIOI
28. MANGALIA
29. BABADAG
30. CANALUL DUNARE MAREA NEAGRA
31. PODGORIA MURFATLAR

ARII STRICT PROTEJATE (AFLATE IN ZONE DE INTERES TURISTIC)

- A. INSULA POPINA (VALEA NUCARILOR)
- B. CAPUL DOLOSMAN (JURILOVCA)
- C. PERITEASCA-BISERICUTA PORTITA (JURILOVCA-MURIGHIOI)
- D. GRINDUL LUPILOR (MIHAI VITEAZU)
- E. ISTRIA SINOIE (ISTRIA-MHAI VITEAZU)
- F. GRINDUL CHITUC (SACELE)
- G. PADUREA LETEA (C.A. ROSETTI)
- H. RADUCU (C.A. ROSETTI)
- I. PADUREA CARAORMAN (CRISAN)
- J. SARATURI MURIGHIOI (MURIGHIOI)



ELEMENTE DE INTERES TURISTIC

- POTENTIAL TURISTIC NATURAL**
 - MAREA NEAGRA (ZONA MARITIMA DE AGREMENT)
 - PLAJE (AGREMENT SI CURA HELIOMARINA)
 - LACURI DE AGREMENT
 - LACURI CU NAMOL TERAPEUTIC
 - LACURI CU POTENTIAL TURISTIC
 - PADURI
 - ALTE OBIECTIVE DE INTERES TURISTIC (PESTERI, ZONE FOSSILIFERE)
 - ARII STRICT PROTEJATE DIN CADRUL REZERVATIEI BIOSFEREI DELTA DUNARII
 - PADURI REZERVATII NATURALE SAU STIINTIFICE
- POTENTIAL TURISTIC ANTROPIC**
 - LOCALITATI CU VESTIGII, SITURI SI SAU MONUMENTE DE INTERES TURISTIC
 - TERITORII ADMINISTRATIVE PE SUPRAFATA CARORA SE AFLA MONUMENTE (CONFORM LISTELOR D.M.A.S.I.)
 - CANALUL DUNARE MAREA NEAGRA
 - PODGORIA MURFATLAR
 - LIMITA ZONEI LITORALE
 - ZONE ADIACENTE
 - LIMITA REZERVATIEI BIOSFEREI DELTA DUNARII
 - LIMITA DELTEI LITORALE





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Education through strategic planning

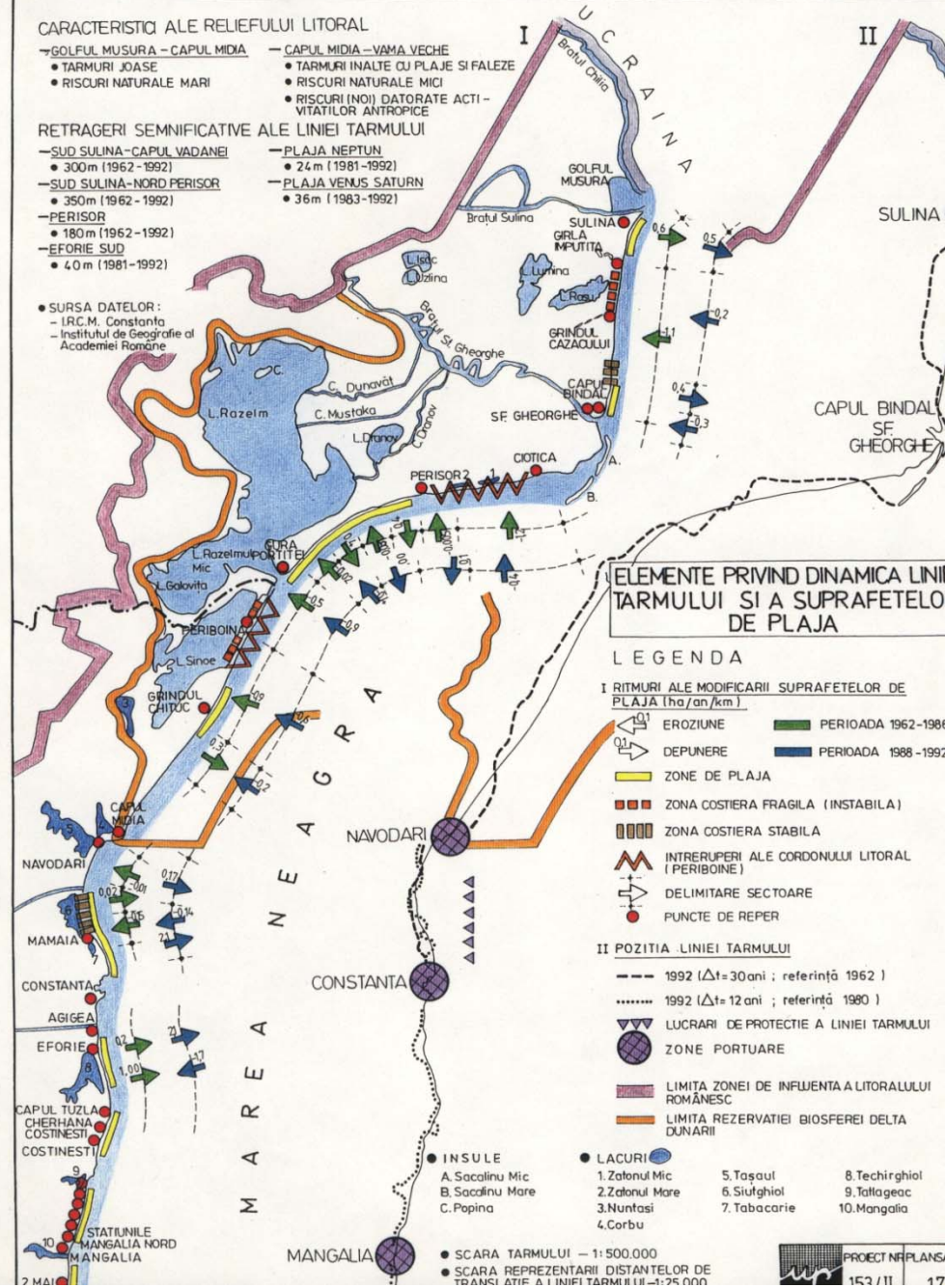




Strategy reviews and re-orientation

ZONA LITORALULUI ROMĂNESC

ANALIZA PROBLEMELOR ZONELOR PROTEJATE













What might be “particular” in addressing Coastal areas strategically (.....)

pressures
interface
natural/antropic
economy
defense
the birds and the city
housing and tourism
port and industry
fishery and energy
the scarce and the plenty
the Front and the Background
above and in-depth
the search for reverssible











香港國際機場
HK INTERNATIONAL AIRPORT

• 62

• 63

東涌
TUNG CHUNG









Any questions?





Readings

- **John M. Bryson – Strategic planning for Public and Nonprofit Organisation: a guide to strengthening and sustaining organizational achievement, 1995, New York**
- **Joan Busquets – Barcelona - The urban evolution of a compact city, 2005, Harvard GSD**
- **Andreas Faludi – European Spatial Planning, 2002, Lincoln Institute of Land Policy**
- **John Friedmann – Planning in the Public Domain – from Knowledge to Action, 1987, Princeton NJ**
- **Henry Mintzberg – The Rise and Fall of Strategic Planning – reconceiving roles for planning, plans, planners, 1994, New York**
- **Steiner, Strategic Planning: What Every Manager Must Know, 1979**







Thank you for your attention

