

Innovation in Strategic Planning

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I.

Importance of the subject

**“History never repeats itself, if so,
second time is like a charade”
(K. Marx)**

Great importance:

Make plus with less =

Make it different

What is innovation?

- Make new products, get new objectives.
- Make the same thing, in a different way: new procedures and instruments.

Two big mistakes:

- Designing plan like as universal use method.
- Do not change what has worked: repetition in II plans.

Urban Strategic: Permanent Innovation

- There are not standard procedures, there are objectives.
- **Singularity of each city:** You cannot apply the same procedures to different cities, or different times in the same city.
- **Best practice is not repeatable,** refers to economic, social and institutional conditions that originated and answered.
- Today rethinking because **economic, social and institutional crisis.**

Very important:

- There are a large variety of methods and techniques.
- Many ways to articulate objectives and techniques.

Challenge: Chosing the most appropriate methodologies and processes to the city situation and plan possibilities.

Two big types of plans:

Type1: Shared identification of projects.

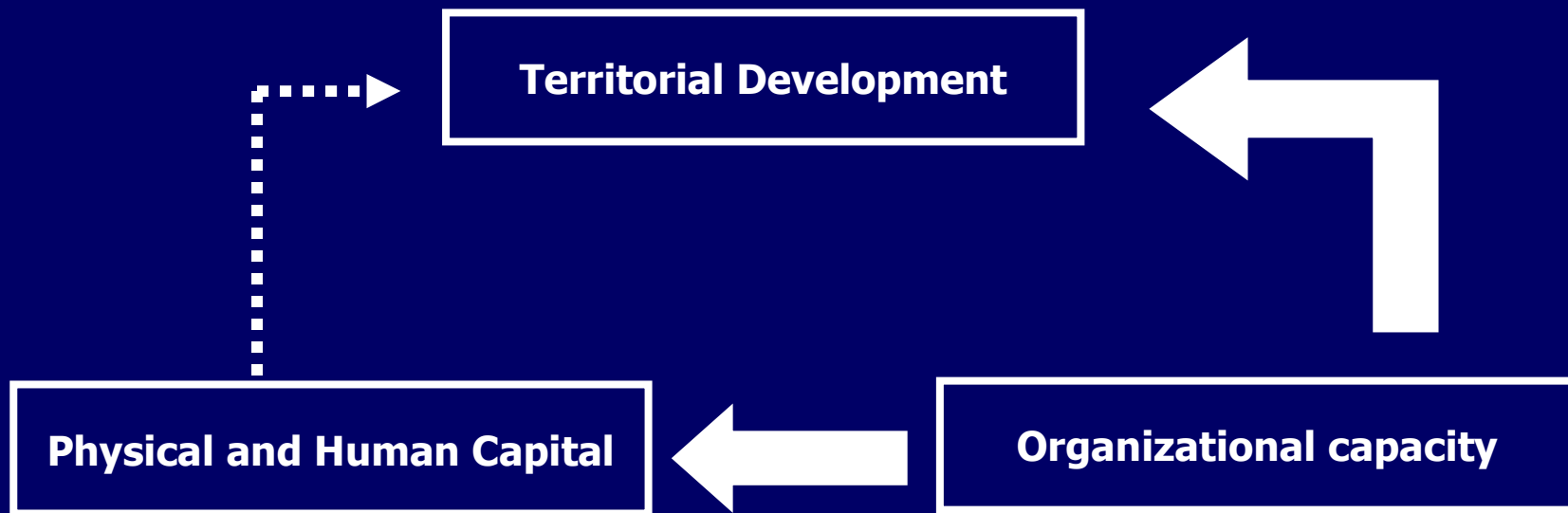
Type2: Starting a new way of governance.

What is a Strategic Plan?

A social process (not technical) aimed at improving the capacity of organization and action of a territory (organizational or social capital), through the development and promotion of a shared city strategy:

- Projects necessary but insufficient.
- The processes and techniques are flexible and changing with the objectives.

Organizational and action capacity is the result of the management of local proximity



Strategic Planning Objectives

- Strategy: **contents system.**
Cooperation and networking:
institutional system.
- Participation and civic engagement:
participation system.
- Civic culture: **communication system.**
- Transformation Management:
governance system

What is a system?

Is a set of goals to achieve and dimensions to be taken into account, for which we have a plurality of methods and tools.

Systems are different in each city, so methods and instruments used will be too.

Process or stages of the development plan will articulate different systems over time.

Table: Strategic planning and governance start

Strategic plan as a tool to build the basesn for the organizational capacity of the territory

OBJECTIVES	Purpose of EP process	Dimensions and key functions of the process:	
1. Develop the city strategic	Develop a shared future vision, a strategy	Content system	<ol style="list-style-type: none"> 1. Rigorous analysis of the current situation and trends of the environment 2. Formulation of the model and forces of change: vision, vectors 3. Identification of key projects.
2. Guiding and coordinating the action capacity of the main urban actors (Relational Management)	Establish and strengthen cooperation relations with agents capable of effective action and advocacy.	Institutional system	<ol style="list-style-type: none"> 1. Identify key stakeholders (economic, institutional, social.) 2. Formalize their involvement in the development process: Create and dynamic relational frame (Executive Council, General Assembly, groups ad-hoc) 3. Collect their views and perspectives and incorporating this analysis into the process of defining strategy 4. Articulate effective mechanisms of participation and consultation 5. Analyze and manage conflicts
3. Involvement of citizens	Strengthen involvement in the city's future and confidence in the future	Sharing system Communicatio ns system	<ol style="list-style-type: none"> 1. Implementation frameworks for participation and consultation mechanisms to collect the aspirations and proposals of citizens 2. Dissemination of information / knowledge about the city's future-challenges and opportunities

II.

Key elements to investigate

Main topics of interest today:

- The system of perception and action of the city.
- The development of vision and future scenarios.
- The contribution to the new governance model.
- The ongoing evaluation and reprogramming.
- Intermunicipality strategies.
- Metropolitan and regional planning

III.

**Criteria to identify best
practices**

Essence of innovation is:

- Innovation culture.
- The contribution to results.
- Conclusion: analyzing systems and processes in plans with objectives widely made.

Essence of innovation is:

- Innovation is not success: LPGC case.
- Plans are initiated or reprogrammed under different conditions.
- “Worst practices”.

IV.

Some examples

Principales innovaciones:

- Analysis: facts, challenges, projects. HDP (Málaga, Sevilla, Tetouan...).
- Perception and citizen action system (Valencia, Las Palmas, Santander).
- Development of vision and future scenarios: de-a (Córdoba, Santander).
- Joint strategy city and communal (Tetouan).
- Evaluation and permanent reprogramming (Málaga).
- Intermunicipality strategies (Málaga, Granollers, Segovia).
- Regional planification (Málaga provincia).

SWOT and HRP

□ SWOT

- Appropriate in very competitive environments.
- Ideal to attract events, projects and investments in competition.
- In a city there are key challenges that do not respond to SWOT: mobility, civic responsibility, endogenous development, etc.
- Not take into account projects in progress or planned.
- Dangers that can be opportunities: Port Algeciras, Seville climate change, etc..
Opportunities that can be dangers: generating employment and economic development that attracts displaced in Bogotá, etc.
- Strengths and weaknesses: it depends on environment and where they want to go. For example, tourism sun and beach or cultural ecology.

DAFO and HRP

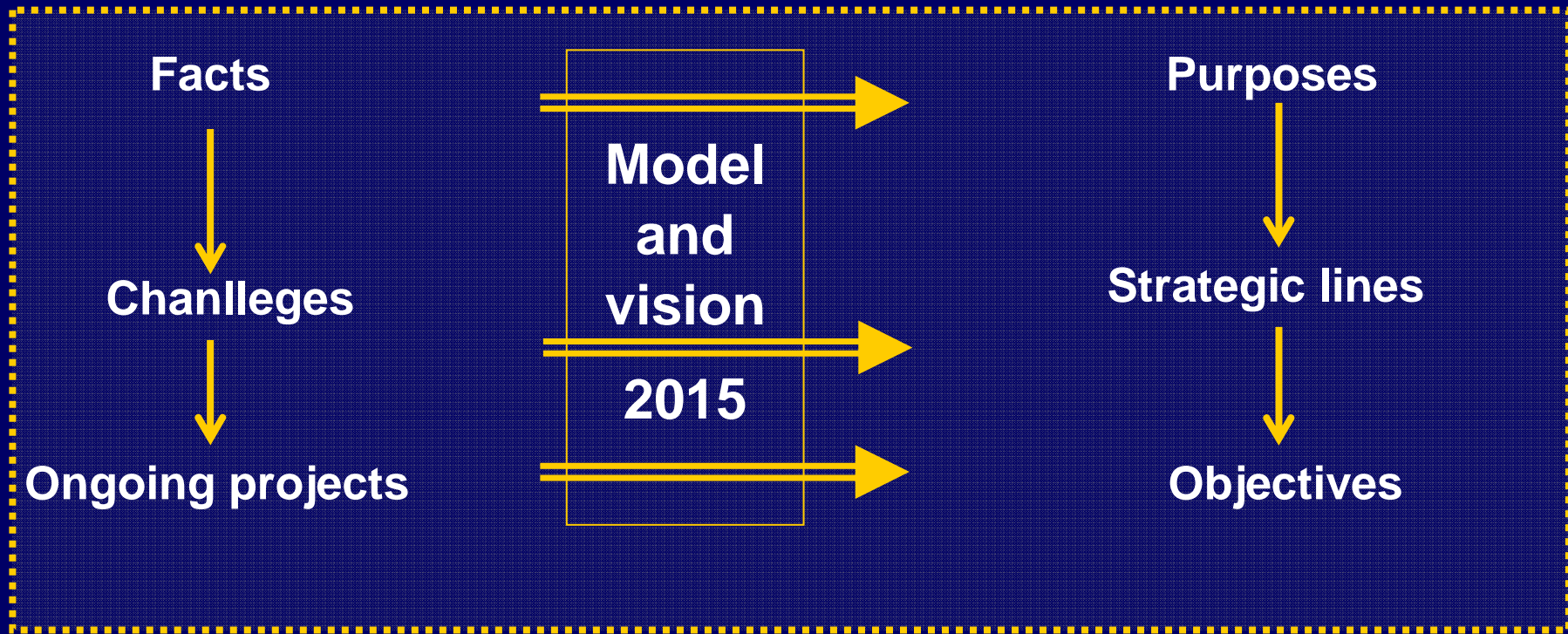
□ HRP

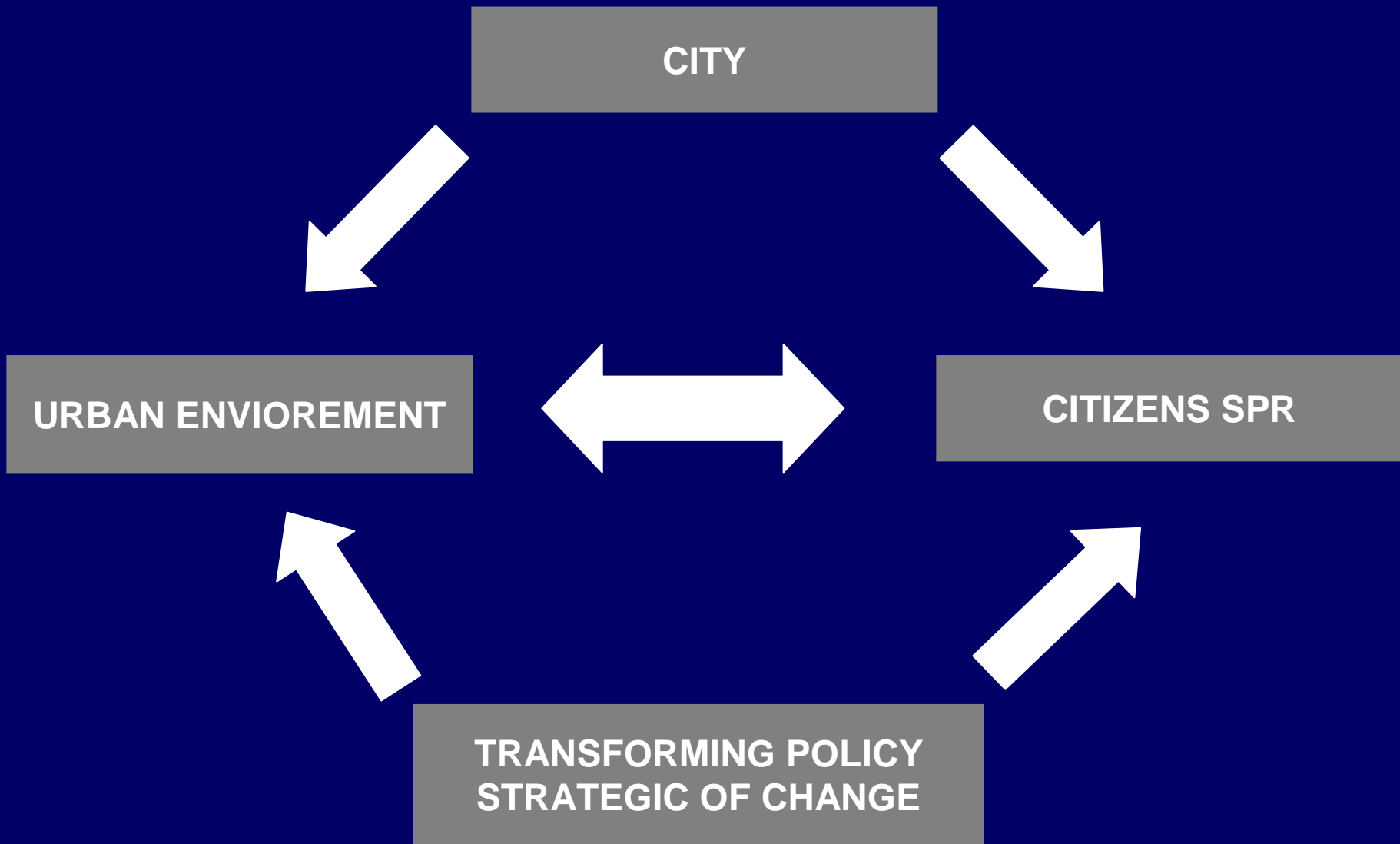
- Suitable in any city.
- Greater objectivity.
- Incorporate ongoing projects. They work from early in the projects.
- Most important events affecting the economy, society, territory and sustainability and governance (not economic events, social events, etc..).
- Mainstreaming or Integrality guides.
- Allows, like SWOT, broad participation and greater clarity challenges>opportunities or dangers.
- Challenges shape the vision or future model. Faster methodology.

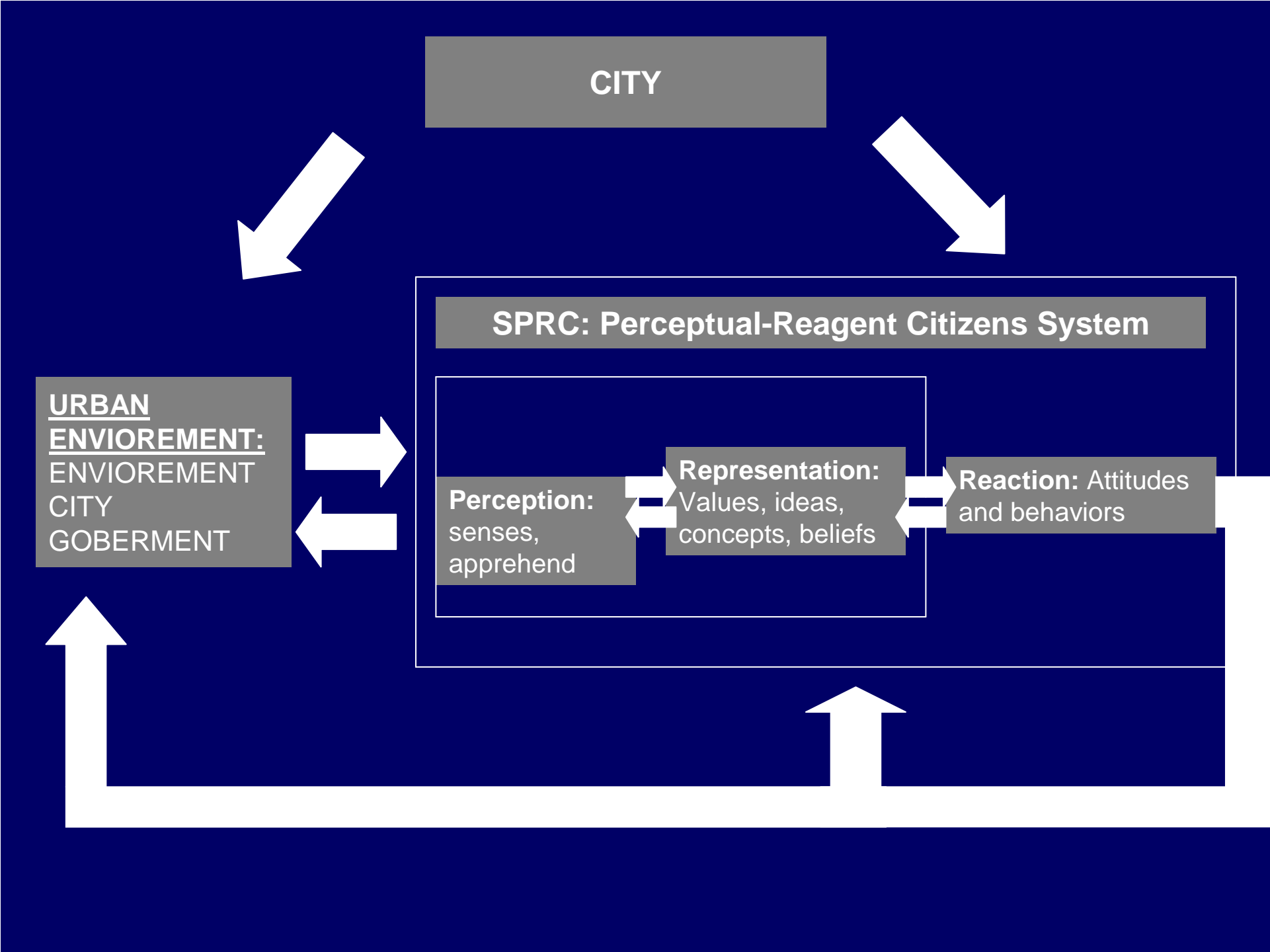
Estrategia compartida 2ª Generación

Analysis

Porposals







CITY

URBAN
ENVIOIREMENT:
ENVIOREMENT
CITY
GOBERMENT

SPRC: Perceptual-Reagent Citizens System

Perception:
senses,
apprehend

Representation:
Values, ideas,
concepts, beliefs

Reaction: Attitudes
and behaviors

**PCD Extended or Strategic
Plan of Tetouan
2011 - 2025**

**PCD Restricted or PCD of
powers municipale
2011 - 2016**

Vision 2011-2025

Objectives

**Estructurals
proyects**

Projects with
municipal
finantiation

Projects with partnership:
1. Public - Private
2. Public - Private

(International) cooperation
Projects

**PCD
MUNICIPAL**
(reduced)
2011-2016

CITY PCD
(extended)
2011-2025

VISION =
STRATEGIC LINES =
OBJECTIVES =

TEMPORALITY ≠

PROJECTS ≠
PROJECTS PCD R

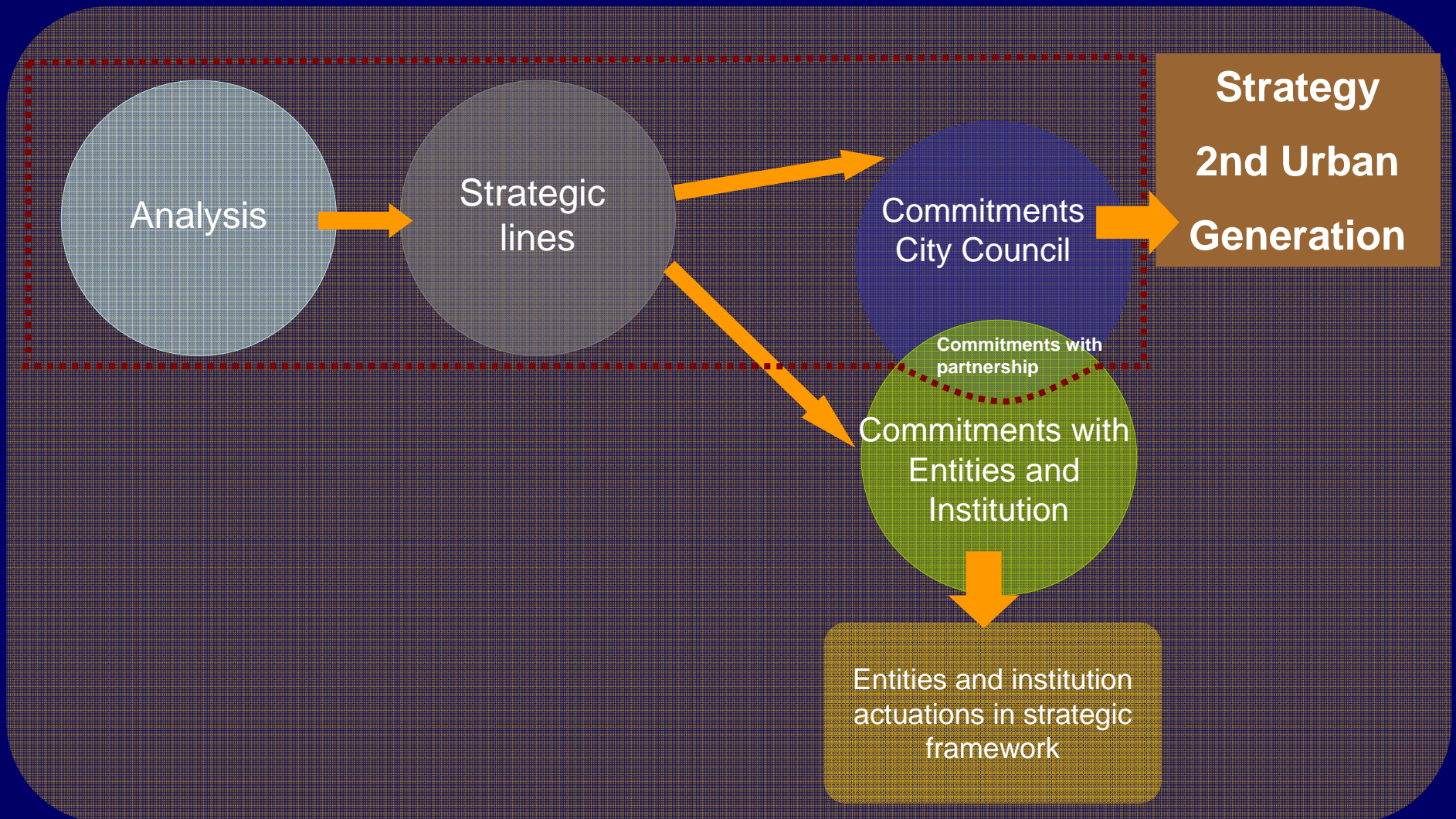
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PROJECTS PCD A

Methodological approach

Key aspects

Shared strategics



Cross Strategy

Criteria / Strong ideas / structuring projects (*)

2nd Generation
Strategy

Strategic
sectorial
Plan

Sectorial Strategy

X

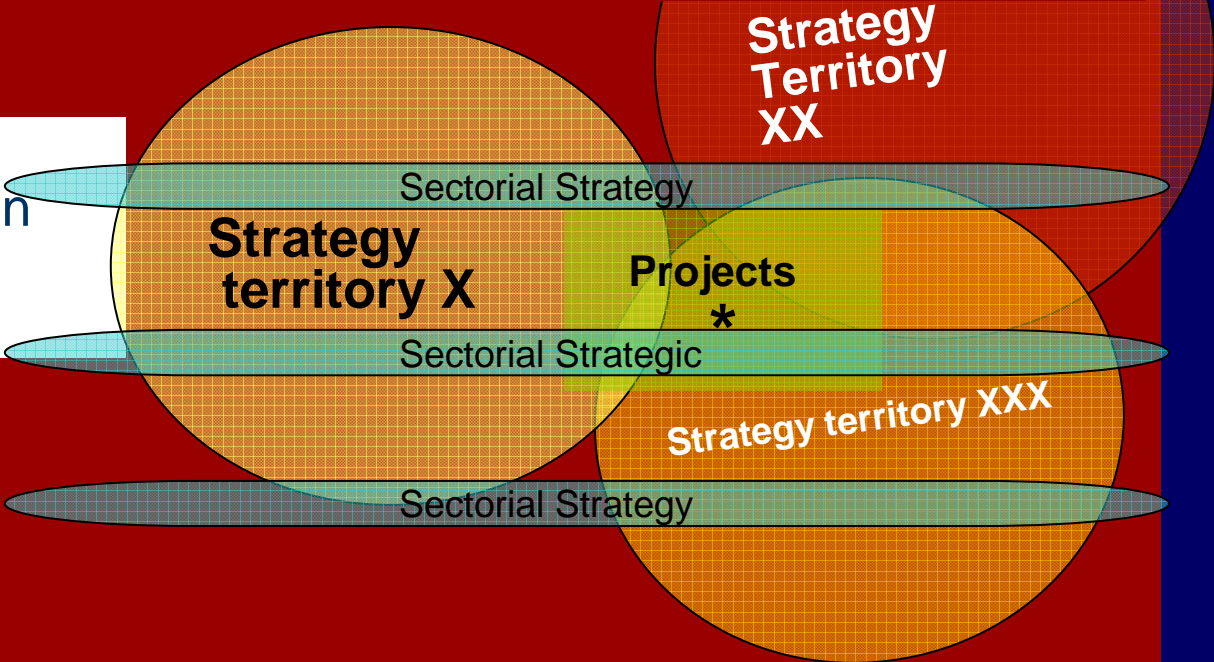
Projects
*

Sectorial Strategy

Regional Strategy

Criteria / Strong ideas / structuring projects (*)

2nd generation
Strategy



2nd Generation Strategic Plans. Characteristics:

Permanent renewal strategic: more emphasis on strategy than plan

