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STATUS
Strategic Territorial Agendas for 'Small and Middle-Sized Towns' Urban Systems

WP3 Collecting data and identifying actors

Subactivity 3.1 Collecting data and information on stakeholders

Final Version

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Strategic Territorial Agendas for 'Small and Middle-Sized Towns' Urban Systems

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Short Description:

This task is the first step of the Work Package 3 (Inception), aimed at collecting data and recognising the actors playing a role in the city. A joint approach to collecting data and information on stakeholders will be developed in order to define the criteria and the methodology to conduct this analysis. The report will summarize all activities to be undertaken on local level and that will lead to the identification of local networks that deal with issues corresponding to defining strategic territorial plans.

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1. Summary

The aim of WP 3 as an inception phase is characterized by different activities, analytical and cognitive ones, to achieve the objectives of STATUS project. Many different methods of analysis will be used not just in terms of networking but also as an opportunity for achieving a more in depth knowledge of the state of the art of local urban issues. At the end all these activities will provide a clear framework of available data, current planning tools and pool of local actors characterizing the partner cities planning areas.

WP 3 Inception consists of two main activities:

- Collecting data and identifying actors
- Analysis of current urban plans and policies in involved territories

2. Brief overview of activities

Activity 3.1. Collecting data and identifying actors

Subactivity 3.1.1	Subactivity 3.1.2	Subactivity 3.1.3	Subactivity 3.1.4
Joint approach on collecting data and information on stakeholders	**Operational analysis on all territorial partners (TP's 10 x)**	**Preparing technical report on gathering Geo-data**	**Preparing report on institutional and informal framework**
responsible PP: UIRS other PP involved: CEIT from Mar.- Jun. 2013	responsible PP: all PP coordinated by: UIRS and CEIT from May – Aug. 2013	responsible PP: Fundazione Graphitech from Jun. – Aug. 2013	PP: UIRS other PP: CEIT from Jun. – Aug. 2013
Collect data and recognise the actors playing a role in the city in order to define the criteria and the methodology to conduct analyses.	all territorial partners will have to prepare operational analysis for the needs of territorial partner reports (10)	one technical report on gathering and use of Geo data, in e-format, is going to be provided	
Summary of all the activities to be undertaken on local level and will lead to the identification of local networks that deal with issues corresponding to defining strategic territorial plans.	reports will undeline (textually with the thematic maps) the urban issues that will constitute the target of actions foreseen in the Strategic Territorial Agenda in the selected	all territorial partners provide input on their use of Geo data	

3. Stakeholder identification

3.1 Introduction

This project STATUS wants to define an inclusive planning process, as based on principle that “local rooted urban solution” has a higher degree of sustainability: a process that seeks a balance between bottom-up and top-down instances. Stakeholders are those who "hold the stake", and they follow different interests. These interests do not always converge, but often territorial-urban actors claim divergent paths of development: the project STATUS aims at the aggregation of these actors around an idea, a vision that will be transformed into a strategy or in other words, in an “Urban Territorial Strategic Agenda”. The stakeholders will form the group that will lead to the definition of the Agenda and will lay the foundation for the creation of urban centres (all cities are invited to establish an urban centre during the project, while only Kavala, Baia Mare and the Province of Foggia have the obligation to carry it out).

Also for data collection there is a need for broader consultation with stakeholders, identified by this document, during the project’s lifetime and beyond. By this, it is possible to frequently adapt the collected data and consider new issues on the urban scale. It is desirable to set up an advisory group, on which all potential stakeholders are represented, including data providers and people who are likely to use the data. Alternatively, a more ad hoc approach might be appropriate, as long as it is possible to ensure that consultation is broad-based, capturing input from all stakeholder groups.

Through a participatory and shared process based upon the planned workshops, the Urban Task Forces will be generated from the initial group of stakeholders that will accompany the implementation of the Agenda. The UTFs will build the foundation for an ongoing dialogue on urban policies in the areas of action identified by the involved Territorial Partners.

In this first report, every territorial partner identified a group of local actors who will accompany the definition of agendas, those who define what has been called, during the kick off meeting, the “community involvement process”.

This report is designed to provide some practical guidelines for planning, management and implementation of the participatory process.

3.2 Terminology

Before identifying stakeholders we have to explain main terms used in this report.

Stakeholders

In the process of public participation **stakeholders** are individuals, institutions, organisations, or specific groups of people with different concerns and interests in the project that could also be potentially affected by its delivery or outputs.

Stakeholders are very important actors because they play an important role in the project development process and they can improve the quality of decision-making. They are providing valuable inputs like their skills, knowledge, expertise and experience to the project.

They can be existing or potential users of project outputs.

Stakeholders can be defined by different aspects in one or more categories simultaneously.

STATUS stakeholders are a set composed by different urban actors: Institutions (Public administration bodies with responsibilities in urban and territorial planning), private actors (e.g Large, medium and small enterprises, chambers of commerce, foundations…), third sector and cultural associations (e.g. NGOs), simple organized group of citizens. The project attitude is to be open to all instances presenting an interest in playing a role in the process leading to design of the Strategic Agendas.

Basically stakeholders can be divided according to their interests and influences into primary and secondary stakeholders. Primary stakeholders have a high level of interactivity and are vital for the success of a project. Secondary stakeholders affect or are affected by the project and its results, but are not essential for its success.

According to the STATUS aims the stakeholders can be structured as:

Primary stakeholders:

- Public authorities on different administrative levels:
- National level: territorial/urban development ministries, development agencies, departments (dealing with transport, nature, environment, geology, forests, etc.), statistical offices, mapping, GIS, energy authorities, etc.
- Regional level: regional development agencies, etc.
- Local level: municipalities, district government body
- Business: real estate agencies, investors, architect and engineers chambers/associations, chamber of commerce
- Educational and research institutions: universities, high schools, educational and training institutes, etc.

Secondary stakeholders:

- Civil society and NGOs (third sector)
- Clubs, associations and activist groups
- General public
- Communication media

Stakeholder engagement

Stakeholder engagement is a continuous process by which an organisation involves people who may be affected by decisions taken in the project. Further the stakeholders can influence the implementation process, results and outcomes for the time of the project.

Stakeholder engagement is a form of risk management of the project and should be a key tool of any sustainable development agenda. With stakeholder engagement and with stakeholder analysis many potential risks can be recognized and avoided. They are then treated in risk register and properly addressed by mitigation and contingency plan.
The STATUS project needs to engage with many stakeholder groups with different interests, concerns, needs and level of influence. For a successful project it is essential to recognize them, know their issues and motivate them through all stages of project development.

Stakeholder analysis

Stakeholder analysis will be used in order to determine stakeholders' interest, influence, participation and expectations. They need to be done in early stages in order to include risks which can influence the project development.

3.3 Principles of participation

The decision to undertake an inclusive decision-making process is sometimes accomplished intentionally by a public administration who considers it useful to broaden the audience of decision makers and responsible actors. STATUS territorial partners decided to endorse this project as a possibility to achieve concrete results promoting development through actions based on participated planning choices. Participated planning processes are often encouraged (or even prescribed) by law, but are not properly, or just partially, implemented in real planning. The involvement of associations and citizens is explicitly expected in several programs of Urban regeneration and renewal in Europe (e.g. Quartiersmanagement-Germany, Contratti di Quartiere – Italy, Kwarterloeft – Denmark, Gebietsbetreuung - Austria and many other urban policies in EU member states). Moreover, The European Union has given a substantial boost to this direction (e.g. URBAN I and II Community Initiatives, the URBACT Programme and many others initiatives): It is difficult to find a EU programme which do not contain expressions such as partnership, citizen involvement and participation.

The participatory planning approach is a particularly appreciated method because it is oriented to re-establish decision making processes related to urban issues within a broader arena of private and public actors. It is an approach that allows taking into account the plurality of interests present in a territory/ city/ neighborhood and the normal conflicts triggered by processes of change. Participated decision making in STATUS aims to overcome the traditional top-down solutions in order to reduce the distribution of power to the local institutions. It aims at increasing the initiative and responsibility of citizens, politicians, technicians and private actors.

The relationships between different levels of government and different departments of administration are widespread, as well as relationships with stakeholders or ordinary citizens. It is rare that a public choice of a certain matter does not imply the involvement of different actors, institutional or otherwise, especially when cities have to face the design of a proper integrated strategic planning process determining its priorities for present and future vital urban questions.

Stakeholders' participation in STATUS project has to be used as an instrument to facilitate the management of an inclusive planning process.

Public urban and territorial policies are usually very focused on the classical management and organisational techniques (e.g. management by objectives, benchmarking…). This is a good method for production of services, but other issues have to be taken into consideration like norms on use of land, actions to change conveniences and behaviors of citizens, association, enterprises and distribution of resources. In STATUS project, the process of strategic planning is going to be considered really effective and efficient when it structures capability, in public administration and in the dialogue of this with stakeholders, to implement collective choices. In other words, participation is intended in STATUS project as an instrument with multiple purposes:

To let emerge bottom-up instances to create a set of local rooted projects to define a local integrated platform for decision making, which is supporting the strategic planning process.

Many methodologies and techniques about public participation were developed through different research and EU projects.

During the public participation process there are some principles based on which the success of the project will depend on:

- **Focus on clear objectives** that require action. It is important to show that stakeholder engagement will have big role on successful development of a project.
- Involve different stakeholders, public and private sector and general public
- Use stakeholder engagement as **a tool for driving decisions**.
- Because of limited time and different interests of involved stakeholders **be ready to act**.
- **Engage the right stakeholders** considering their expertise, level of influence, willingness to engage and impact on the project results.
- Agree the rules of engagement with defining the scope, objective, context, roles, risks and other rules.
- Mix different tools and techniques to communicate the approach to different stakeholder groups during the whole process of project development.

Finally, it is usually that it is much easier to make a decision among few people. You save time and energy and it is more likely that there will be a consistent and unambiguous choice. However, there are many circumstances, especially in facing the complexity of the urban development processes, where it is doubtful whether the
ability of the mind of one institution, even when the law gives to a only body empowered to make a certain decision. When such circumstances occur, consideration should be given the possibility of designing more complex decision-making processes and more inclusive. Not that this is necessarily the best solution. Often enough there is no reasoning on how to proceed: you end up choosing the most convenient way and more short since the problems they are hot and deadlines (administrative or election) are always pressing. Nevertheless, under certain conditions, it is preferable to stop for a moment to reflect on what road should take, especially when we design strategy for the future of our cities and territories, choices affecting the quality of life, the range of development opportunities of many citizens. STATUS territorial partners are experimenting. Some of them have already an historical background with participatory practices, this inclusive way in order to go for more sustainable and resilient urban choices.

3.4 Communication

Communication with stakeholder groups is essential. Beside stakeholder analysis, a communication plan with stakeholders should be prepared.

Communication is an essential requirement of any participatory process. It is necessary to operate a work of “translation”, which allows as much as possible, to put the stakeholders on equal terms. Some approaches make use of mockup, simulation techniques to facilitate the understanding of issues and discussion among the partakers. If the translation is not well done and not properly calibrated on the knowledge and skills of the participants, the dialogue fails to take off. Experience shows that the inexpert can reliably speak with specialists, if placed in the right conditions.

Most of the methods of communication and interaction between stakeholders depart from a common base. The concept of “Planning for Real”, as an example of an interactive involvement for a successful communication, was implemented since the late 1970s “as a means for giving local people a ‘voice’ and professionals a clear idea of local people’s needs in order to bring about an improvement to their own neighborhood or community”. It is based on a community-assembled model on which problems and improvements are identified through pictorial ‘option’ cards (Neighborhood Initiatives Foundation 1995).

Another example of a successful interaction of stakeholders is ZOPP (Zielorientierte Projektplanung, or GOPP- Goal Oriented Project Planning). It includes different interest groups with systematic structure for identification, planning, and management of projects developed again in a workshop setting. An output of this technique is a planning matrix (GIZ).

Other similar techniques dealing with successful interaction are “MicroPlans” and the method of “Urban Community Assistance Team (American Institute of Architects).

They start from the assumption that what matters is the framework within which the participants are going to operate. It is relevant the way in which:

- the problems are presented,
- the time within which the interaction takes place,
- the spatial positioning of the participants,
- the assistance of the facilitators,
- the division of work in small groups and in stages,
- the communication between the participants, and so on.

The quality of interaction depends largely on the structure of the context (the setting, the frame) within which it takes place. The frame does not affect the contents of the choices, but it is essential to allow them.

For effective communication with different stakeholders groups there are some forms developed like:

- **Formal meeting** - with powerful stakeholders
- **Informal meetings** - with people interested in projects
- **Mailing lists** - for dissemination of different information about the project process
- **Newsletters in all forms** (digital, printed,…) for more detailed dissemination of the project process
- **Information displays** – visual presentations about project progress during the events
- **Web site** – for dissemination about the process and results of the project
- **Individual briefings** – for people more interest and who are willing to attend
- **Tours and demonstrations** – for people and organizations interested in the project
- Etc.

Participation of stakeholders is often affected by insufficient knowledge of consequences of choices and the inability to understand points of view and arguments of other stakeholders.

Both problems can be solved by using ICT tools. Participatory approach is a complex and long term process involving various stakeholders. Efficient stakeholder participation cannot be possible without use of information and communication technologies that helps to realize inclusion, transparency, accuracy and efficiency through the decision-making processes.

The use of ICT allows stakeholders to participate in a virtual world, where they can express their ideas, experiment with measures and actions, take the place of other participants to understand their way of reasoning and to raise the awareness. Geographic Information is a key component of knowledge-based policy development through data collection by use of sensor technologies, data handling through spatial data infrastructure and spatial decision support through advanced geospatial modeling and geo-visualisation.

For example, soft GIS solutions enable the inclusion of citizens and planners into the planning process. Beside that an interactive and social web mapping technologies for citizens involvement was developed by NextHamburg project(http://www.nexthamburg.de/) or within the project I-scope (http://www.iscopeproject.net/) for noises are important to have a vital decision making process. The impact of ICT through GIS on government transformation towards e-government was enormous where transparent decision making is reached by facilitating and encouraging participation.

Further to mention also as a participation tool are geo-referenced platforms according to mapping associated with web 2.0 - very supportive and helpful to establish a dialogue among actors: **Geotagging** (referring virtually to objects in real space or on maps, like Flickr), **Geoblogging** (attaching specific geographic location information to blog entries via geotags, like Landscape wiki, Wordpress), and **Web mash-up** (combining map data in a collaborative way, like Trendmaps, ThisWeKnow, Wikipediavision).

3.5 Process – key steps

The inclusive processes cannot be left to improvisation. Even when the spontaneity is a prerequisite of/in the planning process, a well-defined frame is required (indeed more the frame is defined, the more likely that the spontaneity is able to manifest itself). Much of the preparatory work in participation consists in making this surround, trying to anticipate all the problems that can arise.

The first step is to establish the rules to manage the process and to submit them to the acceptance of the participants/stakeholders. The challenge is that if the rules are reasonable and provide for extensive rights of access and participation, it should not be generated pressures to force them during the planning process. The rules must be flexible enough to allow an adjustment of the process to the circumstances (high flexibility is required by facilitators), but hard enough to set certain boundaries (the limit of the playground should be defined and clearly visible).

Identification of main actors with their needs, interests and managing them is crucial for defining Strategic Urban/ Territorial Agendas of involved territorial project partners.

At the beginning of the project it is important to define the purpose or the reason to undertake the stakeholder engagement process. There are many of them: from exploring issues, getting and sharing new ideas and best practice, understand local needs, informing, assisting decision-making, to taking advantage of other resources and encouraging local and other ownership in the project development and others.

Methodology for stakeholder involvement

In project STATUS, as a very pragmatic approached is pursued, we will have to follow two methodologies for identifying stakeholders:

- identifying key stakeholders in order to collect project ideas (looking for new and innovative ideas),
- identifying stakeholders based on projects ideas under discussion (assessing ongoing initiatives and proposals/ongoing projects).

For many different types of outcomes many different participation methodologies were developed. Identification of desired outcomes plays an important role in choosing the appropriate methodology for achieving better results. It is important to underline that every territorial partner should find its way, with support of content management and provided pool of internal and external experts, to better take the opportunity of design following inclusive planning principles.

Methodology 1: To get project ideas

Step 1: Identify key actors

The best way to identify key stakeholders playing a role in your “pilot” area is using brainstorming techniques where all members of project team are involved. In the addition to this report, a

document called **Stakeholder Identification Form** used for a first identification of stakeholders was prepared. It is important to collect all the data in the table which will be used for defining different stakeholder groups later in the process.

The Stakeholder Identification Form consists of following indicators:

- official name of the institution and involved department
- legal status (public, private, civil society, education and research)
- level of functioning (national, regional, local)
- type of organization (authorities functioning on different levels, universities, private organization,…)
- official address
- contact person
- level of power (high, medium and low)
- level of interest (high, medium, low)
- potential role in the project

Step 2: Activation of stakeholders

All listed stakeholders of each territorial partner will be invited in workshops under WP 4 where their ideas, interests, knowledge and expertise will be identified. Beside workshops it is recommended that all territorial partners appoint one contact person who will be well informed about the project, collect stakeholder ideas and remarks and will also constantly distribute important information to whole stakeholder group.

Methodology 2: Identification of stakeholders based on project ideas

Step 1: Agreed project ideas

There are already many desired outcomes territorial partners want to achieve in STATUS project. It is important to focus on the issues which can be implemented and not the ones not reachable.

Step 2: Identification of key stakeholders

The next step is to identify all participants which are likely to be affected, positively and negatively, directly or indirectly by the development of the project.

4. Data collection

4.1 Introduction

Part of the WP3 will focus on the collection of data from the different pilot areas. It represents a first preparation process for the planned workshops of STATUS project. A wide variety of methods can be used to collect information. In some cases, facilitators can bring together stakeholders or representative groups to gather information and in other cases, it can be more useful that stakeholders provide their data individually and then come together in order to explore the responses as a group.

In a next step, a technical report on gathering and use of Geo-data in e-format as part of subactivity 3.3, will be provided. Territorial partners (Abruzzo, Alba Iulia, Baia Mare, Drama, Foggia, Herzeg Novi, Kavala, Satu Mare, Schwechat, Temerin and Balti) are going to provide information on the state-of-the-art regarding data and actors at urban scale. Technical partners, Fondazione Graphitech (IT) are going to solve all issues connected to use of GIS/Geo-data. Stakeholders territorial and urban knowledge should be transformed in "data" in order to rest the planning process on concrete local information.

4.2 Which data will be collected?

The data to collect is based on different categories, which are basic information on the different pilot areas. The table is to be filled in by the territorial partners and it should be checked in a second step with stakeholders.

The table is structured with:

Statistical data
The statistical data about the pilot area will be gathered in this part of the table to give a general overview of the pilot areas to the territorial partners. This part includes information about pilot areas' population, surface area in km², density, its GDP per capita in Euro, minimum wage (Euro), unemployment rate, etc.

SWOT
This part of the table will give a rough overview of the **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats which will be considered as part of the STATUS project. This data will be further developed in the Operational Analysis report (output 3.2) where all territorial partners will indentify the urban issues and challenges with which will be faced in the process of designing their Urban/Territorial Strategic Agendas.

Planning Data (policies and programs)

In order to initiate the proper planning process leading to the definition of the local Urban/Territorial Strategic Agenda, an in depth analysis of the major planning instruments, plans and policies will be done throughout the project. This part of the table will provide an overview of the territorial partners' current working tools, at different institutional level - from national planning acts to local urban policies, if present, and regulative instruments. Stating of previous interventions and as well as planned interventions will help us to see the change and tendency in order to set realistic strategic territorial agendas. Optimizing the level of integration and capability of making synergy of these different tools is one of the major aims of STATUS project.

Networks

This part of the table will provide information of existing planning networks where cities/ regions/ associations are involved in.

Examples can be as follows:

- **ENoLL** (European Network of Living Labs), www.openlivinglabs.eu
- **ISOCARP** (Global Association for Professional planners), www.isocarp.org
- **INTA** (International Urban Development Association), www.inta.org
- **EARTO** (European Association of Research and Technology Organisations), www.earto.eu
- **EAI** (European Alliance for Innovation), http://eai.eu
- National Societies or Organizations of Spatial Planning, like ÖROK in Austria - Austrian Conference on Spatial Planning
- Etc.

Visions and Strategies for U/TA

This part, stating the ideas of potential main topics will be addressed by territorial partners with focus on setting realistic territorial development agendas of their pilot areas.

Links

Useful links will be provided in this part of the table for in depth research about the pilot area in further steps.

4.3 Methods of data collection

It is expected that data collection and analysis be a collaborative effort between different stakeholders. Some results can be completed solely by reference to secondary materials and others will require consultation with small group of experts. It is very important to get knowledgeable experts to interpret the data and provide their most informed judgment.

A brief review of background literature and country studies can provide a useful understanding of the territorial pilot's political economy. Several methods can be used to collect data from stakeholders in a comprehensive and efficient manner.

Research
Statistical data can be easily taken from statistical websites, available in all the pilot areas (note: link for statistical data websites in table).

Observations
Direct observation is a method of data collection that involves physically viewing the actions of the end customers.

Interviews
One method of collecting data is to conduct interviews directly with the stakeholders involved in the specific policy area which has been identified. Interviews are useful tools because they allow in-depth information from face-to-face conversations with stakeholders.

Surveys
Conducting surveys are economical methods of data collection from a large audience. Surveys can be widely disseminated and are the most time-efficient method of data gathering from stakeholders.

Within STATUS project, 20 surveys will be prepared in order to operate the local urban governance: who is responsible for what and how at political and technical level, who are main potential investors at local, regional, national and global scale and in which sectors.

Focus groups discussion
These discussions are open-ended interviews with a group of similar respondents who engage in discussion about a specific topic under the direction of an interviewer. The interviewer is usually an outsider of the organization and may take a directive or unobtrusive role.

Workshops - Another method is to conduct workshops in order to initiate proper planning process with stakeholders to gather site specific information.

Within STATUS, workshops will provide an interactive and lively involvement of the stakeholders identified in this report. 20 preparatory workshops are planned in order to gather the main local actors playing an active role throughout the project.

4.4 Area of reference for the cities, regions and associations

The area of references for the data collection strongly differ from to the other Territorial partner:

- **Regional scale:** Abruzzo(Italy), Foggia (Italy)
- **Metropolitan area:** Baia Mare (Romania)
- **Municipality level:** Alba Iulian (Romania), Herceg Novi (Montenegro), Kavala (Greece), Satu Mare (Romania), Schwechat (Austria), Drama (Greece), Temerin (Serbia)

5. Stakeholders identified by STATUS territorial partners

5.1. Approach on stakeholder data collection

This chapter presents the first set of stakeholders identified by STATUS partners, in accordance with their principles for defining them and their territorial scale. Project partners, UIRS (SI) and CEIT (AT), have jointly developed a Stakeholder Identification Form (SIF) with standardized collection of information of territorial partners.

Stakeholders were identified by:

- Their official name,
- Legal status,
- Level of functioning,
- Type of organization,
- Contact details (official address, homepage and contact person),
- Level of power and level of interest and lastly,
- Potential role in the project implementation.

The filled-out SIFs from the partners are included in the Annex.

Each territorial partner had to provide a document containing the key principles followed by involving stakeholders including their identification in the SIFs related to the ideas presented at the project's Kick-Off meeting.

5.2. Overview of the identified stakeholder data from partners

Territorial Partner	Involvement criteria and key steps	Identified stakeholders
Kavala	• **The main involvement criterion** is the relativity of each stakeholder compared to the Municipality's strategy, the authority of the stakeholder and their availability or interest. The stakeholders should be able to act within the Municipality of Kavala and, if possible, to have authority and responsibility both within the urban web as well as the rural areas. • **The key steps for stakeholder involvement** have been their recording, classification, evaluation and final selection of stakeholders to be included in the SIF.	• Total number of **17 stakeholders** identified, of which 15 are public institutions and two are civil society and education and research institutions; • Most partners have a **local level of functioning**, with only 3 regional entities and no national ones involved; • The stakeholders have **variable levels of power and interest**, with municipal, cultural and ecclesiastical institutions holding the highest interest in the project; • Most stakeholders have been selected to provide information and scientific consultancy / support in the project.
Alba Iulia	• **The main involvement criteria** is represented by great diversity of stakeholders, which in turn represents well developed domains and will help to identify new answers to the dilemmas of urban development • **The stakeholder involvement** will be characterized by the capacity of the UTF to express their expectations and needs, as well as their ability to work as a forum for the information exchange regarding results, difficulties they face and alternatives to overcome them.	• By far **the most number of stakeholders (76),** of which 28 are local, regional and national (public) authorities, 20 are NGOs in different domains of interest and 28 of them are private investors representing key domains for development; • Most stakeholders are considered to have **medium – high levels of power and interest**; it is to be noted that the levels of power coincide with those of interest in the project's outcome. • **The potential role of the stakeholders** in the project is envisioned by **generating ideas** that would sustain the Alba Iulia Municipality Strategy.
Baia Mare	• **Main involvement criteria** have been based on the stakeholder's **interest in the project** at the BMMA level and their capacity of influencing the implementation of the Agenda, supporting local and regional development and promoting an integrated vision of the metropolitan area. • **The key steps of stakeholder involvement** consist in the identification of the most suitable specialists to represent the BMMA,	• Total number of **20 stakeholders, all public bodies**: 18 local administrations of the Metropolitan Area, the Maramureș County Council and the Development Agency for the North Region; • All identified stakeholders hold a **high level of both power and interest** over the project; • All 18 local administrations are identified as **beneficiaries** of the ST/UA and responsible for their implementation, with the County Council and ADRNorth having different roles envisioned. • There are no private, civil society or

	the most suitable communication methods for dissemination, the constant promotion of STATUS activities and outputs and lastly, the facilitating the cooperation between the stakeholders and external experts on project topics.	education and research stakeholders involved.
Foggia	• **Involvement criteria:** stakeholder capacity for verifying, modifying and searching for alternate action strategies proposed in the plan; identifying priorities in actions, identifying implementation strategies and tools; • **Key principles**: satisfying the institutional requirements (PTCP norms), focusing on a problem-oriented approach, creating conditions for the production of the so-called *snowball effect*	• Total number of **18 stakeholders**, of which 7 are local public bodies (participating municipalities of the province), 9 of them are private associations (cooperatives, agricultural confederations, etc) and the remaining 2 are civil society associations; • The regional level is represented solely through the Tratturi Office of the Apulia Region, all other stakeholders having a local level of functioning and in some cases a national one as well (5 private bodies); • The enterprise (especially SME) sector is very well represented in the stakeholder group; • The role of each stakeholder is fitted on its nature, importance and scope: while the municipalities will be involved in activities regarding the agreement, implementation and promotion of the provincial plan and its progress, private agricultural associations for example will be involved in dissemination activities (snowball effect) and the coordination of farmers at an operational level.
Schwechat	• **Involvement criteria:** stakeholder ability to offer feedback on problems and challenges related to Agenda issues, on the current state of Schwechat and the spatial and urban development trends. Ability to express the obstacles which inhibit them from realizing their developmental goals and strategies on a long-term base • **Key principles: higher quality, higher acceptance** (custom-tailored results catering to the real needs through a participatory approach); **legitimacy** (deliberation of options within a wider group of experts); **raised awareness and better knowledge** (open discussions); **stakeholder involvement and information through events** (networking and	• Total number of **24 stakeholders**: public sector stakeholders on different levels, private sector stakeholders and civil society, NGOs, associations, research institutions, societies, media and dissemination; • **Most of the identified stakeholders are local**, holding a high level of interest in the STATUS project and the local ST/UA. • **Their roles and importance** in the project differ, having been identified implementers of the agendas, contributors, data providers, users of results, decision makers, organisations involved in the dissemination activities or contributing to the attractiveness of the territory. Data provisioning is a key element in the relationship with the Schwechat stakeholders, most of them having as primary or secondary role the one of Data provider.

	more harmonized actions).	
Abruzzo	• **The involvement and participation of local stakeholders** will be activated through their methodologies and procedural schemes of training for urban planning and land planning. The setting of the methodology of construction of the strategic agenda will be both in design and evaluation.	• The **stakeholder group consists of 51 institutions**, of which 14 are private and the rest public, mostly Regione Abruzzp's consisting municipalities. With 5 exceptions, all stakeholders activate on a local level • All stakeholders throughout the form are considered to have **a high level of power and a high level of interest** • **The potential role of the stakeholders** in the project implementation is to be determined.
Satu Mare	• **Key principles:** the stakeholders' level of expertise in the most relevant fields of the sustainable development strategy for the Satu Mare municipality and the principle of sustainable development that states that "progress in one or more particular domains should not be pursued at any cost". • **Involvement criteria:** experience-based in the following domains: population and social life, education and culture, infrastructure, urban planning, economy, transport, tourism and leisure opportunities, environment protection, etc.	• **The stakeholder group consists of 34 entities**, of which the majority of 21 are public entities (departments, agencies, offices, inspectorates, etc.); there are also private, civil society and education and research bodies present, of which the latter hold a central role; • The vast majority (32/34) are of local importance and the two left are regional stakeholders, which generates a lack of national entities in the local stakeholder group; • In the case of **all stakeholders**, their **level of power** and interest coincide, albeit around the **medium value**; • Each stakeholder will have the role of being a UTF member.
Drama	• **The main involvement criteria** are the interest of the stakeholders in the Municipality's strategy, their availability and power. • **The key step for stakeholder involvement** is the identification of the best suitable stakeholders, which will be then recorded, classified and evaluated prior to their inclusion in the SIF and the UTF.	• Drama only has a total number of **5 stakeholders**, of which 4 are public and one is the Development Agency (listed as private). There are no regional or national institutions involved; • There is a general lack of diverse stakeholders, all of them being of the same nature and having a high interest in the project; • The role of all stakeholders is that of coordination (of activities or events).
Herceg Novi	• **Main involvement criteria:** the stakeholder's interest in the two main problems to be addressed through the ST/UA – the infrastructure issues and the spatial aspects of tourism development; • **Key principles:** Selecting the most appropriate authorities, agencies and organizations on all levels, the	• Total number of **22 stakeholders**: 14 public bodies and 8 civil society entities; no private entities were considered for inclusion in the SIFş • A multi-level approach, with 7 national stakeholders, 2 regional ones and 13 local entities; • Equally varied levels of stakeholder power (7 high, 10 medium, 5 low) and interest; inclusion of *low level of power – high level of*

	most valuable NGOs, representatives of different community sectors;	*interest* type pf organisations such as EXPEDITIO • Detailed identification of potential stakeholder roles in the project implementation, envisioning very different and specific roles for each
Temerin	• **The key principle** is represented by the building of the TP's strategy on previous experiences (namely the "Strategic Development Plan of Temerin Municipality 2010-2015") • **The main involvement criteria** will also stem from the previous stakeholder involvement experience.	• The **11 stakeholders** are, with the exception of the Vojvodina Metal Cluster (private regional entity), all public local organizations, most of which local authorities, but also providers of public services and other agencies. • The overall **level of power** for the identified stakeholders is generally **medium-low** on average, while the **level of interest is mostly high** (with the exception of the private partner and a tourism organisation); • **The specific role of the stakeholders** in the project implementation is not yet clearly defined.
Balti	• **The main involvement criteria:** actors with decision role interested in urban planning, with competent personal on the interested fields of strategy, with a wide experience in different important domains necessary for elaboration of strategy, to represent both local authorities and the national government structures in Balti Municipality, those whose interests are directly affected by the plan - as users, to represent the company as a municipally owned and private companies. • **The stakeholder involvement** is represented by diversity of stakeholders from different fields, related to the project´s topics.	• Total number of involved stakeholders: **21**, from which 16 of them are represented by public sector coming from the local level with the exception of 3 coming from the regional level; one stakeholder is represented by university and another one by a research institute; 2 stakeholders are coming from NGO and 1 from private sector. • The overall **level of power** and **interest** is **identified high** for all stakeholders. • **The potential role of the stakeholders** in the project is envisioned by **generating ideas** and implementation of the agenda.

5.3. Commonalities and differences in procedure across the STATUS territorial partners

An overlay of the principles used by the STATUS partners in their **Involvement criteria** documents reveals a general profile of the stakeholder. The **key attributes** of an organization that will be included in the Urban Task Forces of the municipalities, regions and associations of STATUS project will be conditioned by:

- **Its ability to duly express its needs, expectations and currently faced problems with regard to territorial/urban development and policy process**. This is a factor recurrent through most of the partners' discourse on stakeholder involvement, and it's a crucial factor without which UTF interaction cannot take place.
- **The experience and/or level of expertise it has in the partner's domains of interest**. For some partners (Satu Mare, Baia Mare, Temerin) these attributes hold a central role in the stakeholder involvement criteria. For others, these are indirect factors that generate other sought stakeholder attributes (capacity for problem spotting and alternative action).
- **Its capacity to contribute to the promotion and dissemination of the project and results**. This attribute does not appear throughout all partner documents, but it is a defining one in what concerns the stakeholders selected by **Alba Iulia** ("forum for information exchange"), **Baia Mare** ("promoting an integrated vision") and **Schwechat** ("networking and harmonized activities").

In order of importance and frequency of selection, the STATUS UTF should end up being:

- Comprised of **experienced** stakeholders;
- **Interested** in the STATUS project and intervention domains;
- **Diverse** in its constitution, encompassing different types of stakeholders from different levels;
- **Able to offer feedback** on issues and proposals;
- **Conforming to local institutional requirements** (1 option, Foggia – PTCP norms).

Comparing the different stakeholder identification forms that the STATUS partners have provided a series of commonalities and differences become apparent. First, the partners have very diverse types of stakeholders that they wish to involve, as well as their number. The most common number of stakeholders revolves around 20, with a maximum number of 76 in the case of Alba Iulia and a minimum of 5 (Drama). There is no correlation between the territorial partner's size (or even type, i.e. municipality or region) and the number of involved organizations. Moreover, there are also differences between the degree of their functioning level and type of diversity. Some partners have tried to involve a mix of regional, national (less common) and local actors and some have almost exclusively concentrated on the local stakeholders. This is the case of Satu Mare, Abruzzo, Baia Mare and Drama (where all stakeholders are local public authorities), Foggia, Temerin and Balti.

Differences in the scale of the territorial partners both, on regional and local level, facilitate a prevalence of the public sector stakeholders in the first case. In this case this happens mainly because of the involvement of the regions or associations constituting municipalities, as in the case of Baia Mare, Regione Abruzzo and – to some extent – Alba Iulia.

The overrepresentation of the public sector becomes a weak point when it is not compensated by a strong private sector involvement. The Municipalities of Drama, Kavala, Herceg Novi, Temerin, Balti and the Baia Mare Metropolitan Area (who only envisioned public authorities) lack economic actors, private entities, enterprises or foundations, whose support is crucial for the harmonious and integrated socio-economic development of these territories.

The partners also present a tendency to aim for the inclusion of medium-high level of power – medium-high level of interest stakeholders and, in general, organizations with correlated levels of interest/power. There are few partners (Herceg Novi, Temerin) which have included organizations that hold a high interest in the STATUS project outcome but have little say in the planning matters (youth offices, centers for sustainable spatial development, etc) and can, through the opportunity offered to them, bring important input to the shaping of the Agendas.

Lastly, there are also differences in the stakeholder's roles as envisioned by the partners. Some partners have opted for giving the organizations the same provisional roles as members of the UTFs, beneficiaries of the project, idea generators (Baia Mare, Satu Mare, Alba Iulia, Balti and, to the extent of all stakeholder's primary or secondary role as knowledge and data providers, Schwechat), coordinators (Drama); others have specified detailed roles for the actors in accordance with their importance, role, statute and scope.

6. Conclusions

The stakeholder list will be updated over time in order to respond to each partner's needs as they change throughout the next analysis periods (data, plans and policies). However, this first take on identifying the STATUS UTF stakeholders in each territorial partner has been an important step towards outlining the Strategic Urban / Territorial Agendas. It has also produced a set of interesting and diverse results which have brought the STATUS consortium one step closer to defining the approach that will help cities and regions to integrate sustainable urban agendas and place based strategies.

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8. Annexes

ANNEX 1 – Stakeholder Involvement Criteria

ANNEX 2 – Stakeholder Identification Form

ANNEX 3 – Data Collection on Pilot Areas

ANNEX 1 – Stakeholder Involvement Criteria

1. Kavala

One of the goals of work package 3.1 is to diagnose the current situation at urban planning level, through the identification of the key stakeholders (institutions, associations etc) that usually shape the agenda for interventions, projects in the urban realm.

In this context the municipality of Kavala grouped the main stakeholders affecting local planning and identified the ones mostly related to its proposed strategy and principles for the STATUS project as presented in the kick – off meeting. The aim is for this group of stakeholders to become a focal point for the Municipality of Kavala when the "action teams for the city" will be created.

The process could be summarized in the following steps:

1. Recording

The first stage included a desk research for recording agencies, organizations, institutions, individuals that usually affect local planning. In order to achieve this, the Municipality had to review the provisions of the national planning legislation and the relevant local and strategic plans (Town plan, General Urban Plan, Operational Plan, Regional Spatial Plan etc). Past interventions and projects were also examined in order to review implementation and public consultation processes and identify who the stakeholders were in practice.

The main stakeholders were then identified and data were recorded regarding their area of responsibility.

2. Classification

After the collection and recording, the municipality proceeded with the classification of the recorded shareholders and also the processing and grouping of the data. For the easier and more complete classification a list – table was created bringing together general data on each issue thus facilitating the evaluation. More specifically the recorded stakeholders were grouped in categories regarding their authority and the area of responsibility as well as the sector they are mainly involved (environment, culture, entrepreneurship etc).

3. Evaluation

During the assessment phase specific characteristics were defined, which had to be met in order to include a stakeholder in this initial focus group. The main criteria for the municipality of Kavala were the relativity of each stakeholder compared to the Municipality's strategy, the authority of the stakeholder and their availability – interest.

The element of relativity was evaluated according to the principles of Kavala's Strategy. The aim of Kavala's strategy is "Planning an integrated and unified tourism product" based on natural environment and culture. The main intervention areas identified are the urban web of the city of Kavala, cultural monuments, archaeological sites and natural resources. In this context precedence

was given to stakeholders involved in the areas of tourism planning and tourism development, stakeholders managing cultural heritage and natural resources.

Regarding authority stakeholders had to be able (both institutionally and in practice) to act within the area of the Municipality of Kavala and if possible having authority – responsibility both within the urban web as well as the rural areas.

Finally follow-up actions (interviews with competent executives of the stakeholders) were conducted in order to estimate the availability and interest of the stakeholders. In order for the Municipality to be consistent with the strict timetable and the specifications of the STATUS project and to ensure the establishment and effective operation of the "action teams for the city" and the Urban Centers it was essential that the selected stakeholders would be committed to its tasks. So the evaluation focused on preceding stakeholders expressing an initial interest for participating s well as stakeholders demonstrating a certain level of maturity regarding their ability to dispose the necessary resources (mostly human resources) for the purposes of the project.

4. Final Composition

The final stage of the process was the selection of the stakeholders and the preparation of the Stakeholders Identification Form.

2. Alba Iulia – The Alba Iulia Urban Task Force

The Urban Task Force is conceived as the instrument both, to help in the definition of the contents and the involvement of interested agents in the implementation of the Strategy.

The diversity of the stakeholders, representing well developed domains and the debates will help to develop new answers on the dilemmas of urban development.

In this framework, the communication among the members of the UTF would be interactive: institutions representing local and regional authorities, the NGO's and the private investors, should express their expectations and needs.

During the development of the Strategy, the UTF will work as a forum for the exchange of information about the results of the implementation, the difficulties they have faced and the alternatives to overcome these limitations.

The Urban Task Force for Alba Iulia is composed by 76 stakeholders, from which:

20 NGOs, which are representing the following interest domains:

- Local development
- Education
- Health
- Environment
- Art and Culture
- Social services

28 Local, regional and national authorities which are representing the following interest domains:

- Environment
- Education
- Agriculture
- Employment
- Local and regional development
- Health
- Social Insurance European funding
- Public Finances
- Youth and Sport
- Culture and Religion
- Forests
- Emergency situations
- Roads
- Water

28 Private Investors which are representing the following interest domains:

- Food industry
- Light industry
- Landscape arrangement
- Architecture
- Health
- Advertising
- Construction
- Historical building reestablishment
- Tourism
- Metallurgy
- Public transport
- Public services
- Water and sewage management
- Mass media, etc.

This Urban Task Force has a representative structure for the community, covering all the interest domains for Alba Iulia Municipality and having the institutional capacity of generating the best ideas in order to elaborate the Strategy.

The strong points of the Alba Iulia Urban Task Force are:

- The diversity and the experience of the stakeholders in different important domains for the Strategy;
- The quality of the human resources implicated in the UTF;
- The opportunity offered by the project to express the ideas regarding the Alba Iulia Municipality development;
- The fact that the UTF members are conscious about the importance of the elaboration of a Strategy in order to have a harmonious development of the City.

The weak point of Alba Iulia Urban Task Force is:

- Due the fact that the stakeholders are implicated in the main activities of the institutions that they are representing, it might be possible to be absent sometimes at the workshops.

The Alba Iulia Association for Intercommunity Development has a rich experience in implementing European projects will harmonize the workshop timetable accordingly to the time disponibility of the stakeholders in order to obtain the best results in order to elaborate the strategy.

3. Baia Mare

Stakeholders are all those with an interest in the Strategic Territorial Agenda of the Baia Mare Metropolitan Area. This includes intended beneficiaries, intermediaries, winners and losers and those involved or excluded in the decision-making process.

As stakeholders have different interests, it is useful to define what their involvement is with the STATUS project and how their interests differ. In particular, it can be important to identify (and maximise the support of) those who are likely to support the Agenda, and to identify (and try to minimise resistance of) those who may be more likely to block it.

Stakeholders are often divided into two groups:

- Primary stakeholders – those affected directly by the policy, either positively or negatively
- Secondary stakeholders – those with an intermediary role including delivery agencies, policy makers, and field workers.

Key principles in involving BMMA stakeholders:

- Interest in the design of a territorial integrated agenda for the metropolitan area of Baia Mare City (members of the BMMA Association);
- Capacity in influencing the implementation of the Agenda;
- Interest in the correlation process of the localities' strategies (territorial aspects) with the strategic territorial agenda;
- Capacity in promoting an integrated vision of the metropolitan area;
- Interest in the sustainable development approach of the Agenda;
- Capacity in improving the sustainable development character of the Strategic Agenda;
- Interest in the local & regional development (including social & economic aspects);
- Capacity in supporting the local & regional development;
- Interest & Capacity in long term implementation of the Strategic Territorial Agenda for Baia Mare Metropolitan Area.

Key Steps and Actions to involve stakeholders to reach results and outputs along with the project team:

- Identifying the most suitable specialist on urban & territorial planning/ community development field, representing the 18 municipalities involved in the metropolitan association;
- Identifying and using the most suitable communication methods in order to disseminate information within the stakeholder's group & in the metropolitan community;
- Constant promotion to the community of the STATUS project and it's activities & outputs;
- Facilitating cooperation of Stakeholder's group with experts on different fields, related with project's topic;

4. Foggia

The process that we are following in stakeholders involvement is driven by the context in which we are acting, where the Province of Foggia in its territorial plan approved in 2009 (PTCP), identifies the 'Tratturi System' as historical heritage to improve and established an executive plan (POI) on this subject that proposes the improvement of Pescasseroli-Candela Tratturo as pilot project.

The key principles that oriented ourselves in the first screening to identify stakeholders are substantially of three types:

a) Satisfying the institutional requirement as expected by PTCP norms.

In effect the schema of the POI was just approved and now we have to share it with institutional actors of the area to come to an agreement both on editing the final executive plan and on the participation process of other stakeholders.
So we are involving all the municipalities as first step to manage local knowledge and to find at local level other actors interested in the process.

b) Focusing on an approach problem-oriented to face the different issues came to light in the project idea

The main problems to be addressed are about lack of real improvement strategies and projects, inconsistent use of the areas which are all public but often they are granted to the farmers, lack of coordination both in planning and acting on Tratturi.
So, on one hand we tried to identify actors that play an active role to define policies in the areas management (e.g. Tratturi Office of Apulia Region), or that are involved in areas transformation process such as worker in the sector (e.g. farmers); on the other hand we need actors able to operate in a proactive way to deal the coordination of the different operational levels (e.g. Apulia Region – Territorial Office, Tratturi Office; Groups of municipalities; Local Action Groups).

c) Create conditions to produce *snowball effect*

Actors selecting, listening and involving is a very time consuming process which often presents effectiveness problems both in the definition phase and in further steps when it's more difficult holding the interest to participation.
So we are searching for and trying to engage same key actors able to produce the so called *snowball effect,* that's to say actors which are able to amplify capability of involvement because they have trust of the other actors. The particular skill of this kind of key actor may be generated by the own mission or by the past experiences that become a sort of best practice (e.g. trade associations of farmers, Local Action Groups).

Many stakeholders match more than one of these key principles, therefore we can consider such circumstance as index of significance.

• **ERDF PP6_S01**: Municipality of Monteleone di Puglia

- **ERDF PP6_S02:** Municipality of Anzano di Puglia
- **ERDF PP6_S03:** Municipality of Sant'Agata di Puglia
- **ERDF PP6_S04:** Municipality of Rocchetta S. Antonio
- **ERDF PP6_S05:** Municipality of Candela
- **ERDF PP6_S06:** 'Tratturi' Office of Apulia Region
- **ERDF PP6_S07:** Local Action Group 'Meridaunia'
- **ERDF PP6_S08:** Confagricoltura Foggia
- **ERDF PP6_S09:** Copagri Foggia
- **ERDF PP6_S10:** Coldiretti Foggia
- **ERDF PP6_S11:** Confederazione Italiana agricoltori
- **ERDF PP6_S12:** Confcooperative Foggia
- **ERDF PP6_S13:** Pro Loco di Sant'Agata di Puglia
- **ERDF PP6_S14:** Pro Loco di Candela
- **ERDF PP6_S15:** Associazione Liberamente
- **ERDF PP6_S16:** Associazione 'Terre e Uomini dei Monti Dauni'
- **ERDF PP6_S17:** Associazione 'Verde Mediterraneo'
- **ERDF PP6_S18:** Ciccolella S.p.A

The expectations about this initial group concern above all the opportunity to actualize the main objective of POI that to say the improvement of tratturo. Such idea sees the schema of plan (and the actions proposed) as open object able to focus discussion on pragmatic elements to test real thinking of each stakeholder about 'improvement' and discover their different visions.
The procedure of stakeholder involvement is conceived as process. It is oriented to activate different *networks of action* with variable geometry that can also work independently from each other. Starting point of this process recognizes actors at this time involved, but partnership and networks are adaptive and evolving depending on occurrences.

We are talking about an approach action-oriented which focuses on implementation aspects rather than planning definition.
In particular we hope that during the setting of the Territorial Strategic Agenda the group will be interested in:

a) sharing and verifying action strategies proposed in the plan; modifying them; searching for new ones
b) identifying priority in action
c) identifying implementation strategies and discovering implementation tools

5. Schwechat

Key issues

Schwechat is a mid-size city in Eastern Austria, directly adjoined to Vienna, Austria´s capital city. Although only 16.500 people live within the city limits, more than 20.000 people work there – both numbers are increasing. The city is a "5-modal international transport hub" and its outstanding location factors make Schwechat unique and promise good perspectives for the future development.

The major assets of Schwechat are:

Schwechat is the location of the Vienna International Airport and an important transport hub in Austria and Central Europe - and the transport-infrastructure is still expanding, and

- Has a rich industrial tradition and presence, including the well-known Schwechat brewery with very rich history and Central Europe´s biggest oil refinery (OMV), as well as extensive service-oriented activities,
- has high quality of life in garden-city-like neighbourhoods, extensive sports and leisure facilities and green areas, including the "Donau-Auen" National Park,
- where the local taxes make Schwechat a much above average community in Austria in financial terms, and
- with a political willingness to lay the foundation for a successful future development

The city has committed itself to be an innovative city and lay the foundations for it´s successful future by enforcing research, development and education. The most important measure in the strategy for the future is "eSchwechat.at – Schwechat's Municipal Information Society Initiative (IST)" with the aim to develop Schwechat "from a transport and industry hub to a knowledge and education hub".

Objectives of stakeholder involvement

Specific stakeholder involvement objectives defined for Schwechat in STATUS are **especially t**o get the feedback on **problems and challenges** related to common territorial/urban development, regional transportation solutions and related policy process. Further it is important to get the input for evaluation of the **state** of Schwechat and for recognising the spatial and urban development **trends**. Raising awareness on the importance of consideration of territorial and urban dimension in development of policies and strategies is an objective which will be considered in the workshops and meetings within STATUS. This will lead to an increase of knowledge and skills of territorial development experts to better **communicate** the territorial information and trends to the relevant policy/decision makers. A long-term goal is the creation of network between the local and regional stakeholders of Schwechat and additionally with the stakeholders of the other territorial partners within STATUS. Also **Capacity building** focusing on understanding the obstacles that inhibit people,

stakeholders, governments, international organizations and non-governmental organizations from realizing their developmental goals and strategies on a long-term base.

Key principles

Through a participatory approach in Schwechat, the intention is to achieve the following:

- project results that will more adequately respond to real needs of future challenges (higher quality, higher acceptance);
- strategies will be developed based on deliberation of different options, using the knowledge, views and ideas of a wider group of experts also outside the STATUS project (legitimacy);
- open discussion will lead to better informed, better understood and better supported outcomes (raised awareness and better knowledge);
- stakeholders will feel the ownership, and will be more ready to realize new outcomes and strategies;
- stakeholder involvement and information through events will enhance the networking and more harmonized actions.

Stakeholders involved

The most effective way to get good results in the stakeholder involvement process is to include stakeholders on several levels with different institutional background. In principle, these are the stakeholders in the Schwechat region who are related to STATUS and the issues which will be faced during the project life time and can be structured as follows:

- **Public sector stakeholders on different levels**, which includes e.g.: the Planning and GIS departments of Schwechat; local and regional Advisory groups in Schwechat; Chamber of Commerce in Schwechat; East Austrian Planning Association (PGO-Planungsgemeinschaft Ost, Metropolitan Area Management Vienna/Lower Austria (SUM – Stadt- und Umlandmanagement Wien/Niederösterreich); Federal states of Lower Austria (and Vienna), Statistics Austria; Austrian Conference on Spatial Planning (ÖROK - Österreichische Raumordnungskonferenz); Environment Agency Austria; National Survey Authority.
- **Private sector stakeholders and civil society**, like infrastructure companies, e.g. transportation like Federal Austrian Railways (ÖBB), VIE Vienna International Airport (Flughafen Wien AG), Regional Transportation Authority VOR, Austrian motorway operator ASFINAG, Vienna Region, Real Estate Developers.
- **Stakeholders from NGOs, Associations, Research institutions, Societies**, including e.g. ÖIR – Austrian Institute for Spatial Planning, AGEO – Austrian Umbrella Organisation for Geographic Information, Tourism organizations (in Schwechat, Lower Austria, Vienna, Austria), Austrian Institute of Economic Research (WIFO)
- **Media and dissemination (local, regional and national):** dissemination activities, information provision, e.g. about national conferences and project results, stakeholder events, workshops, etc.

6. Abruzzo

Introduction

The evolution of the procedural model of public administration - from an authoritative to a consensual model, characterized by concerted choices - also marked the model of urban planning systems, resulting in overcoming the initial setting (based on the criterion of competence in which public authority had precedence over the local authorities) to a system based on the principle of competition characterized by the assertion of plans containing more specialized function that can adapt to the needs of economic convenience of the enterprises and productive initiatives.

Among the main reasons for the occurrence of the old system is the evolution of the process of land management, increasingly complex and governed by the rules of the market and the enhancement of local dimension and statement of the European principle of subsidiarity as a criterion for the allocation of the administrative functions of local authorities.

This change of perspective has highlighted the requirement of economic resources to invest and create an encounter between economic interest of privates and public interest, and the need for overcoming the fragmentation of powers and weigh up public interests regarding the territory through consultation between the involved administrations.

The Abruzzo Region has developed a new planning law, in order to give systematic form to the principles and legal institutions to which it pertains, to meet the requirement, as expressed by the operators, as well as the plurality of centers of interest, to prepare a regional legislation incorporating the new forms of intervention and land management, in accordance with the criteria of subsidiary, adequacy, sustainability and participation.

This legislative system incorporates a new type of common approach that can assist the actors and stakeholders involved in the implementation of local initiatives for strategic planning and integrated programming through the pursuit of common objectives and evaluation procedures coordinated acts of planning.

As the STATUS project wants to get to define a planning process that seeks a balance between instances of bottom-up and top-down solutions on the territory, for Regione Abruzzo participation represents a good opportunity to plan actions and development policies of regional systems for the practical realization of a model of coordination between entities responsible for the planning and local stakeholders.

The territorial area of District of Tordino was chosen for the application of the methodology of construction of the strategic urban and territorial defined through the STATUS project.

The strategic value of the proposed area is based on its location and on the connection mobility between the Adriatic coast and the Tyrrhenian. It has been for years a very competitive and dynamic

area especially in the manufacturing sector. This production system is currently undergoing a crisis and need to plan for conversion. The proposal has the features that make the activities and methods of project easily replicable in other similar areas.

Main problems of the district of Tordino

The main problem of the proposed area is an incoherent urban development for which it needs an integrated and sustainable urban strategies agendas, based on participatory planning tools to get regeneration and management tools in urban settlements systems.

The area needs an integrated strategy approach to guarantee a competitive system and to maintain a good economic and productive level

Regarding **Environmental quality and territorial structure:**

- waste of land for new settlements and energy consumption for each building structures and new settlements of an urban planning;
- fragmentation of the functional relationship between the production and residential system of the valley and the hilly system based on tourism and agriculture;
- fragmentation of environmental continuity;
- impairment of the river system and need to preserve the production system and the water resources

Regarding **Development of the system of production and infrastructure**:

- issues related to the sustainability of production areas and difficulty in re-use of areas / production buildings discharged;
- develop the system of roads, making effective and rational the local public transport system
- joint management of major infrastructure service in view of economic savings and containment of the land

Regarding **Urban centers, settlement system, local services**:

- port system: strengthening the functional role and think about its development;
- review the logic of the system of urban centers, not considered as a further expansion of the system built, but, rather, rebalance it with the existing residential areas;
- issues related to the functionality of the existing stations and their surrounding areas

The new regional planning law: strategic planning and shared decision tools

According to the new regional planning law, the object of discipline is not only “urban planning”, but “regulation of land use and its resources”: expression of many other functions, related to dynamic and multi-level interests - external to the planning - aimed at development and promotion of the local and regional systems.

The new strategic context revolves around the institution of Planning Conference that becomes the moment of agreement of the objectives and choices between the various authorities of the territorial government and useful tool to facilitate the construction of a shared framework of the affairs of the territory.

The shared framework leads to the elaboration of flexible planning tools, composed by a structural part (in which are identified the strategies, goals and general purpose intended to remain stable) and an operational part (in which are established in detail the changes to be implemented in a limited amount of time, according to the choices of the marketplace and those decided by the local administration in charge).

In this scenery, the Strategic Agenda represents the result of the progressive affirmation of a shared knowledge and of a cognitive framework of the territory constantly changing, aiming a better definition of informed choices and respectful of environmentally sustainable development.

The meaning of Strategic Agenda is closely related to a highly participatory urban planning, according to which the planning is not only a gathering of market choices with the public administration choices, but also implies moments of preliminary verification by the citizenry that is involved upstream on the zoning requirements.

The new strategic planning model outlines:

- the potential development sceneries (which correspond to different structural, settlements and relational arrangements)
- the strategic priorities within development scenery chosen, particularly with regard to the restoration of the territory, upgrading of settlements and urban frameworks
- the operational priorities related to the structural arrangements chosen, in terms of actions and projects

Strategic planning activities are carried out through the involvement of decision-makers and practitioners, and trough the provision of suitable tools for decision support.

The required models to implement Strategic Agenda are based on territorial animation, involvement of the operators, sharing, up to shared strategy.

To that aspect the new law identifies, as a cognitive reference:

- Framework of shared knowledge (which is the participatory tool for the construction of institutional knowledge reference)
- legal institutions of participatory nature, which make it possible to modify, from below, the contents of the same frame of reference (agreements and composition tools of the various interests that revolve around the territory.

A last, but not least, factor to be considered in relation to this system of shared planning choices is the transposition of the Strategic Environmental Assessment (SEA) within plans and programs formation procedures.

The SEA highlights the appropriateness of choices with respect to sustainability objectives of the plan, identifies the alternatives taken in the preparation of the plan and the program and the potential impacts.

The contents of the assessment shall be included in a document (Preliminary Report) prepared on the basis of the system of knowledge, that is shared by the subjects of the public consultation.

According to this setting, the general cognitive framework, as well as being built on participation, it also updates in a participatory.

Strategic agenda of the "District of Tordino" (SADT)

The construction of the Strategic Agenda of the "District of Tordino" forms the basis for a general design route to the specific area of local reference, in implementation of the provisions of the planning instruments in force.

It will necessarily consist of a "cognitive part" and "proactive part": the latter will be open to further investigation as the Strategic Agenda that will cover all the experiences and needs of Municipalities, Authorities and stakeholders that, in their entirety, make up the control room.

The processing of cognitive framework and design framework closest to the territory and its specific requirements represents an important opportunity to update, review and specification of the main contents of the planning instruments and, at the same time, the chance of testing the participatory method, based on co-planning, as envisaged in the new regional planning law. In this sense, the opportunity is charged with a particular valence experimental regard especially to the methodological approach chosen and, therefore, the related content issues.

As part of this strategic process, the study and design of interventions lies, therefore, in the innovative area of strategic planning (relative to suburban areas and supra-municipal), applying to the construction of a preliminary "vision" of the settlement system that develops from the city of Teramo to the coast, a vision that is repeated, will shared and integrated with the specific needs of those involved: institutional actors and also any subject belonging to the broader context of people with common interests (stakeholder)

The main purpose is to identify the possible interpretations of the dynamics at work, through an original interpretation of the territorial system (infrastructure networks, urban settlements and places of production), within the structure of morphological and environmental base.

The aim is to introduce new elements in the design of the territory, essentially with respect to the following aspects:

- developing a method of operating founded, from the outset, on the activation of the comparison, on participation, on finding the highest possible level of shared decision making land development;
- preparation of a project proposal of "strategic valence ", as will be explained in detail.

The strategic vision is built, however, on the following basic concepts:

- development of multifunctional urban systems tested (Municipalities of Teramo, Giulianova and Roseto degli Abruzzi);
- creation of new urban centers at the railway stations (existing or proposed) of the metropolitan railway;
- protection of residue gates discontinuities along the axis of the valley for the recovery of natural elements interspersed linear continuity of the settlement system;
- creation of a system of environmental protection articulated and differentiated along the riverbed the Tordino River (which assumes the role of urban park facilities in correspondence of the new urban centers).

Based on these principles, the S.A.D.T. has been articulated in three layers, with the following contents:

1. PRODUCTION SYSTEM
    - Rationalization, upgrading and expansion of production areas
    - Strengthen the infrastructure at the service of production and commercial area

2. CENTRAL URBAN SYSTEM
    - Enhancement of the system of "excellence";
    - Provision of community facilities on spatial scales;
    - Redevelopment of the settlement;

3. ENVIRONMENTAL SYSTEM
    - Definition of a differentiated system of protected areas of natural resources;
    - Creation of an integrated network of routes for the use of environmental resources;
    - transformation of the main road in the valley in urban route through interventions of environmental furnishing regeneration and improvement of the linear settlement.

Stakeholder for the strategic agenda of "District of Tordino" (SADT)

The creation of the SADT requires a shared vision of the project and evaluation. The various subjects called to express the comparison will have to provide evidence of strategic vision that starting from the partial component of its administrative reference and scope of activity should achieve an overall vision of a territorial strategy on which to agree with the choices and priorities.

The stakeholder groups that will participate in the creation of the strategic territory for the study will be classified by the following fields of definition:

- Institutions (District municipalities, Municipalities, Provinces, Development agencies ...)
- Local associations (cultural, environmental, social, economic, religious)
- Economics: Banks, credit institutions, foundations, chambers of commerce
- Professional Associations
- Neighborhood committees
- SMEs and medium-large enterprises
- Universities, research centers
- Other forms of association and representative of local interests

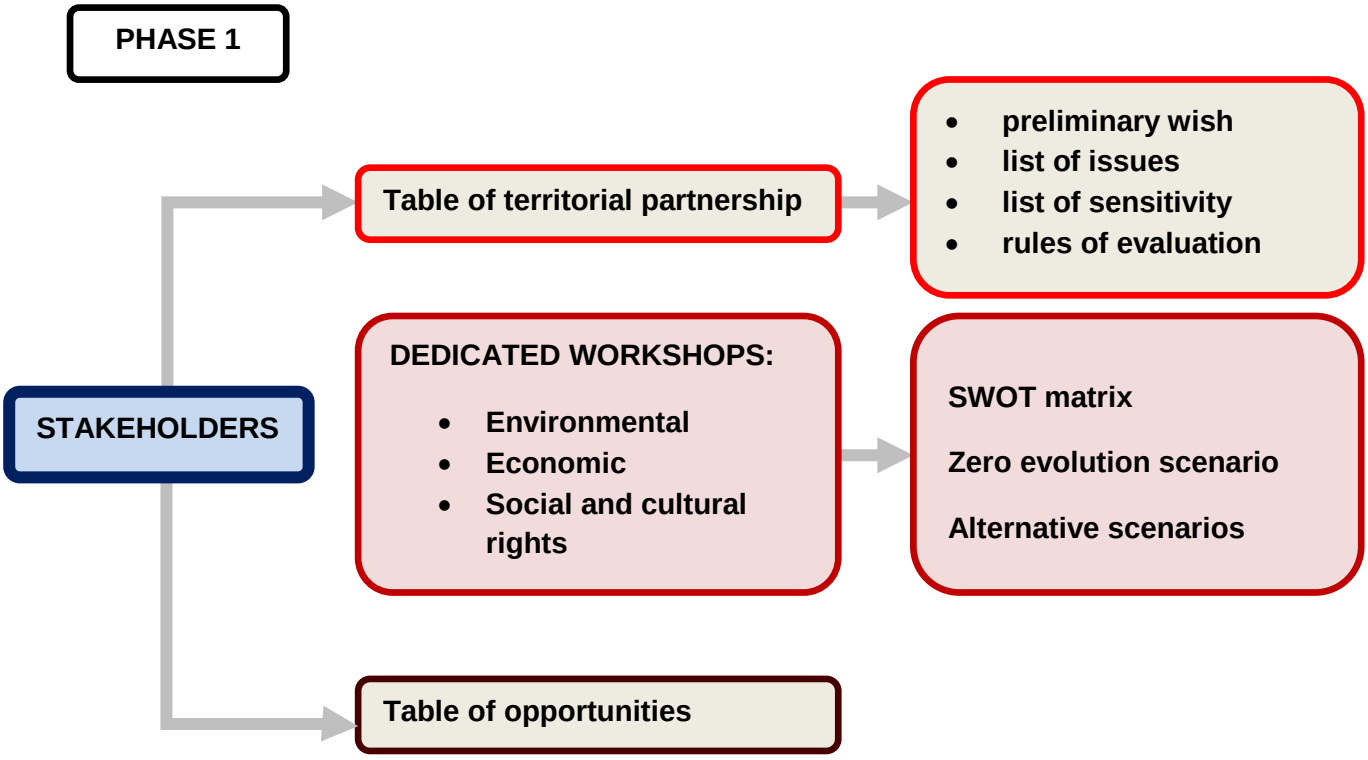
Preliminary indications for involvement of stakeholders for S.A.D.T. costruction

The involvement and participation of local stakeholders will be activated through their methodologies and procedural schemes of training for urban planning and land planning. The setting of the methodology of construction of the strategic agenda will be both in design and evaluation.

The marking scheme, typical of the strategic environmental assessment, permits at all stages of the procedure the integration the environmental component in defining the choices and priorities upon which to make choices.

Stakeholders will be called by the regional institutional level to discuss the visions of scenario for the study area. Each subject will be invited to provide specific guidance on your area of interest and general issues in which it has no direct role. Will be identified the areas in which each subject performs specific role: implementation, a planning, monitoring and control

The preliminary involvement will be carried out through the creation of two discussion tables: the table of territorial partnership and the table of opportunities. These tools will use parallel sessions of workshops for discussion. Each stakeholder will participate in each one of the tables set up



A first task will be to activation of territorial animation through dedicated workshops. These activities, aimed at all categories of stakeholders will use specific reports as a means of facilitating and guiding the discussion. Workshops will be held in parallel sessions of discussion in which the stakeholders will be invited to carry out a comparison of distinct themes: environmental, economic, social and cultural rights. A first product out of the workshop, and specifically by the table of territorial partnership, will be the preparation of the preliminary wish list, the list of issues and the list of the sensitivity of the territory of the District of Tordino.

In the table of opportunities, over the lists will be drawn up by draw each category of stakeholders matrices SWOT on the general themes applied to the case study. Each category will be called to the definition of zero evolutionary scenario for each topic of discussion. The table of opportunities will propose alternative scenarios.

The table of territorial partnership will be responsible for defining the rules of evaluation of project proposals.

7. Satu Mare

In order to achieve the main objectives of STATUS, namely to draft a comprehensive strategic agenda and prepare for the set up of a future urban centre, the main prerequisite is the identification of the most relevant stakeholders for the target area. Their selection should be based on the principle of their level of expertise in the most relevant fields that are to be considered when attempting to design a middle-term sustainable development strategy for the municipality.

We obviously need to build up a more or less heterogenous group of people that are willing to engage in a participatory process of collecting data that should be as accurate and reliable as possible, analyzing and interpreting it from various perspectives, highlighting strong and weak points and trends, identifying areas of intervention, proposing measures to address the problems and projects to be taken into consideration for the future.

We have, therefore, started by defining the basic domains the future planning document should focus on - population and social life, education and culture, infrastructure, urban planning, economy, transport, tourism and leisure opportunities, environment protection etc. We have then concentrated ourselves on identifying the main institutions, organizations and people that play a relevant role in each of the previously mentioned fields and thus we came up with the list that makes up the **stakeholders identification form.**

Our main concerns regarding the formation and, more importantly, the activation of this support group, are to promote a beneficial cooperation between public and private bodies, to stimulate the exchange of ideas, to provide a framework for the organization of local energies, to recognize and celebrate variety, to encourage and acknowledge participation and stimulate creativity. We need to distance ourselves from the centralized approach to solving urban issues, to find a way to overcome the difficulties generated by the rather uncoordinated investments at regional level and especially those residing in the lack of up-to-date operational instruments for town planning.

If we hope to achieve competitiveness, we are bound to find ways of bringing the representatives of the various dimensions of urban life together and stimulate their cooperation in the attempt to provide an integrated approach to the city short and middle term development. Public and private actors should all be involved in defining a coherent vision of our city's future, one that stands a better chance both of attracting European and national financing and of receiving the no less necessary local support.

We should probably regard this project as a chance to borrow some of the efficiency of enterprise culture and incorporate it into the strategic planning process that will ultimately generate the Urban Agenda – as a means of improving urban governance, while, at the same time, keeping in mind the principles of sustainable development that tell us progress in one or more particular domains should not be pursued at any cost.

8. Drama

The municipality of Drama overviewed the main stakeholders affecting local planning and identified the ones mostly related to its proposed strategy and principles for the STATUS project as presented in the kick – off meeting: The Municipality of Drama, Drama Chamber of Commerce, the Planning Department of Drama Regional Authority, the Development Agency of Drama and lastly, the Drama Municipality DEKPOTA (Municipal enterprise for Touristic and Cultural Development). The partner aims to establish with these institutions a strong nucleus for further stakeholder coagulation, envisioning for their role the task of coordinating other actors involved.

The key step for stakeholder involvement is the identification of the best suitable stakeholders, which will be then recorded, classified and evaluated prior to their inclusion in the SIF and the UTF.

9. Herceg Novi

In order to explain the key-principles which we followed in involving the stakeholders for the STATUS project in preparation of segment 3.1. - Stakeholder Identification Form, including how these stakeholders relate to the proposals/projects ideas the Municipality of Herceg Novi presented at Kick off meeting in Kavala in Greece, we will first provide a brief summary of the proposals/projects ideas presented in our presentation.

In our presentation we defined the problem in five (5) different aspects:

- Lack of regional integration;
- Inappropriate communal and traffic infrastructure;
- Lack of control of the urban planning development and inappropriate laws, including lack of inspection;
- Lack of adequate hotel capacities, including number of quality hotel accommodation and appropriate services ;
- Inappropriate marketing strategy and lack of brand on international level.

Upon that, we have defined two (2) main problems to be addressed in the Urban/Territorial Agenda:

- **INFRASTRUCTURE ISSUES** (Inappropriate communal and traffic infrastructure)
  - *Adequate infrastructure is the main pre-requisite for the sustainable development.*
- **SPATIAL ASPECTS OF TOURISM DEVELOPMENT** (Lack of adequate hotel capacities, including number of quality hotel accommodation and appropriate services)
  - *Tourism is the main industry in the municipality, with the most resources and the strongest potentials for development.*

These two main identified issues, the infrastructure issues and the spatial aspects of tourism development, which we are looking to address in this project, inspired us in which direction to look when searching for the best local, regional and national stakeholders for our project. In our selection, we focused on the most significant stakeholders that can be interested particularly in these two aspects and that can provide us with various levels of input from their standpoint and from their experiences. In our opinion, our proposed list of the stakeholders includes the most appropriate authorities, agencies and organizations on all three levels - local, regional and national, which can help us in the process of working on this project. It also includes the most significant and for us in this project, most valuable non for profit organizations that work on a local, regional and national level. These organizations can provide beneficial inputs from their experience on the similar issues they are dealing with. In addition to these organizations, we have also proposed representatives of different sectors in our community, including banking sector, development sector, educational sector, sport clubs, etc. Of course, we do not take this list as the final list of the stakeholders; we understand that this list can be re-structured or enlarged in the future, pending on the needs and the progress of our project. This list is a first step indicating the stakeholders' involvement and will evolve with the project itself.

10. Temerin

Key principle #1 – Build on previous experiences.

Explanation: Our municipality has an overall strategic document called "Strategija razvoja opstine Temerin 2010-2015", or "Strategic Development Plan of Temerin Municipality 2010-2015" in English. The document has been prepared based on contemporary trends in the field of strategic planning. During the planning phase the working groups and the coordinators have enabled all citizens and institutions concerned to participate in creating of the plan so they can use their knowledge and capacities to do something useful for themselves and for the better life of the future generations. There were more than two hundred people included in the process of elaboration of the Strategy (representatives of municipal administration, private sector, civil society, public companies and institutions, registered agricultural producers and experts in different fields). The strategic development plan is the fundamental strategic document that defines development directions of our municipality, taking into account the landmarks, advantages, different limitations and environment we live in. The significance of every strategic planning is in the fact that it creates comprehensive development based on the principles of sustainability, utilisation of the existing resources and satisfying of the needs of citizens of our municipality.

Now, it is important that the STATUS project's implementation period is overlapping with the period of evaluation and revision of the above mentioned strategic document. In the next few months there will be a number of activities with the goal of building sectoral strategies and actions plans, and there will be considerable preparations for the new strategic document for the period 2014-2020. The working groups, the partnerships, the common experience from a few years ago: all of these have a great synergetic potential and we'll re-use that resource for a number of simultaneous projects.

11. Balti

STATUS pursues the implementation of tools leading to an integrated urban development. In following this approach, it seeks to coordinate the different policies sectors, programs and projects, both EU and nationally/locally promoted, having an impact on cities and on city dwellers.

Stakeholders interested in being actively involved in the planning processes that shape the ST/UA and in preparing the implementation of the UC have different interests and priorities, which will provide a wide range of views and therefore solutions for city problems.

In order to cover different fields, related to the project's topic, representatives from the following institutions will be involved:

Representatives of Specialized Consultative Commission Commissions the Council of Balti Municipality specialized in economy and infrastructure of	Specialized Consultative Commission for financial and economic activities
	Specialized Consultative Commission for household municipal, administration of assets and environmental protection
Representatives of specialized subdivisions of the City Hall of Balti Municipality	Architecture and Construction Department
	Financial and Economic Department
	Communal services Department
	Municipal Property and Land Relations Department
	Local Public Administration Section
	Public Relations Department
	Department of Culture
	Attracting Investments Department
Representatives of municipal enterprises	Municipal Enterprise "Bureau of architecture and systematization"
	Municipal Enterprise "Green spaces and territorial planning"
	Municipal Enterprise "Department of capital construction unique commendatory"
Investors representatives	Free Economic Zone "Balti"
	Industrial Park "Raut"
The representatives of higher education institutions	A. Russo University / Faculty of Economics and real science
	Research Institute of field crops "SELECTIA"
entrepreneurs association / NGO representatives, etc.	Chamber of Commerce and Industry Balti
	Public Association « Pro-Business Nord"
	Regional Resource Center for Youth "Mostenitorii'
	Regional Training Centre « Spectrum »

Stakeholders were selected based on the following criteria:

- in direct interests in urban planning;
- be directly relevant to the municipal and regional planning processes;
- those that can greatly affect the outcome of the planning;
- to represent both local authorities and the national government structures in Balti municipality;
- with a wide experience in different important domains necessary for elaboration of Strategy;
- with competent personal on the interested fields of Strategy;
- actors with decision role interested in urban planning;
- those whose interests are directly affected by the plan - as users.
- to represent the company as a municipally owned and private companies.

All stakeholders generate a positive attitude towards the proposed project. They are available to get involved in the project process with experience which they have and to offer the best solutions/ideas for the problems that will be identified.

ANNEX 2 – Stakeholder Identification Form

ANNEX 3 – Data Collection on Pilot Areas