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## WP3 Inception

### Output 3.2 Operational Analysis on Territorial Partners Identifying major urban issues at urban/territorial partner scale

Final Version

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D3.2 Operational Analysis on Territorial Partners  
Identifying major urban issues at urban/territorial partner scale



**Project number:** SEE/D/0297/4.1/X  
**Project acronym:** STATUS  
**Project title:** Strategic Territorial Agendas for "Small and Middle-Sized Towns" Urban Systems  
**Instrument:** INTERREG IV B SEE  
**Call identifier:** South East Europe Call D  
**Activity code:**

**Start date of Project:** 2012-12-01  
**Duration:** 24 month

**Deliverable reference number and title (as in Annex 1):** D3.2. Operational Analysis on Territorial Partners  
**Due date of deliverable (as in Annex 1):** 2013-11-06  
**Actual submission date:** see "History" Table below  
**Revision:**

**Organisation name of lead contractor for this deliverable:**  
Municipality of Kavala

**Project co-funded by the European Commission within the INTERREG IVB South East Europe Programme (2007-2013)**

**Dissemination Level**

PU	Public	PU
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium	
CO	Confidential, only for members of the consortium (including the Commission Services)	

**Title:**

Operational Analysis on Territorial Partners,  
Identifying major urban issues at urban/territorial partner scale

**Author(s)/Organisation(s):**

UIRS, CEIT  
Validating the analysis: RUR, MDRT, ISOCARP, INU, IFHP

**Working Group:**

WP3

**References:**

STATUS Final Application Form (INTRA-5108827)  
STATUS Project and financial management handbook

**Short Description:**

For each city a report on this operational analysis is going to be drafted (10 reports in total). This report underlines, textually, as well as with the aid of thematic maps, the urban issues that will constitute the target of actions foreseen in the Strategic Territorial Agendas.

**Keywords:**

local policies, plans, strategies, politics, swot analysis

**History:**

Version	Author(s)	Status	Comment	Date
01	Barbara Music (UIRS)	1. Draft	Template of the report	12/08/2013
02	Boštjan Cotič (UIRS) Barbara Mušič (UIRS) Linda Dörrzapf (CEIT)	2. Draft	Add content on SWOT, methodology; harmonizing reports from TPs	14/08/2013
03	Linda Dörrzapf (CEIT)	3. Draft	Include comments/ graphics, missing input from partners	20/08/2013

04	Linda Dörrzapf	4. Draft	Changing content according to revised TP reports	23/10/2013
Final	Barbara Mušič	Final	Finalizing the report	06/11/2013

**Review:**

Version	Reviewer	Comment	Date
04	Sabina Dimitriu (As. CM)		05/11/2013
	Pietro Elisei (CM)		05/11/2013

# Table of Contents

<b>1</b>	<b>Summary of WP3 .....</b>	<b>7</b>
<b>2</b>	<b>Brief overview of the Activities.....</b>	<b>8</b>
<b>3</b>	<b>Scope and Importance of the Analysis for the Future Development of the Strategic Territorial/ Urban Agenda.....</b>	<b>9</b>
3.1	SWOT as analysis tool.....	9
<b>4</b>	<b>Methodology and Structure on Territorial Partners' Reports .....</b>	<b>12</b>
<b>5</b>	<b>Conclusions.....</b>	<b>14</b>
<b>6</b>	<b>References.....</b>	<b>15</b>
	<b>Annexes .....</b>	<b>16</b>

## Figures

Figure 1: Overview of activity, own graphic.....	8
Figure 2: Importance of analysis, own graphic.....	10
Figure 3: SWOT analysis overview, own graphic.....	10
Figure 4: Aspects considered in the TP's SWOT analysis .....	11

## Abbreviation list

CKP - cities knowledge platform

ST/UA - Strategic Territorial/Urban Agendas

TP – Territorial Partner

SEE – South Eastern Europe

SWOT - Strengths, Weaknesses, Opportunities and Threats

UC – Urban Centers

# 1 Summary of WP3

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 like:

- tackling the problem of incoherent urban and regional development in South Eastern European
- developing place-based strategies by participatory planning tools
- reducing the widening development gap of SEE cities
- guiding and supporting Territorial Partners to develop a sustainable and Strategic Territorial/Urban Agendas (ST/UA), Urban Centers (UC) and the SEE cities knowledge platform (CKP)

Different methods of qualitative analyses (like stakeholder analyses in report 3.1.) and SWOT 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 they 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:**



## 2 Brief overview of the Activities

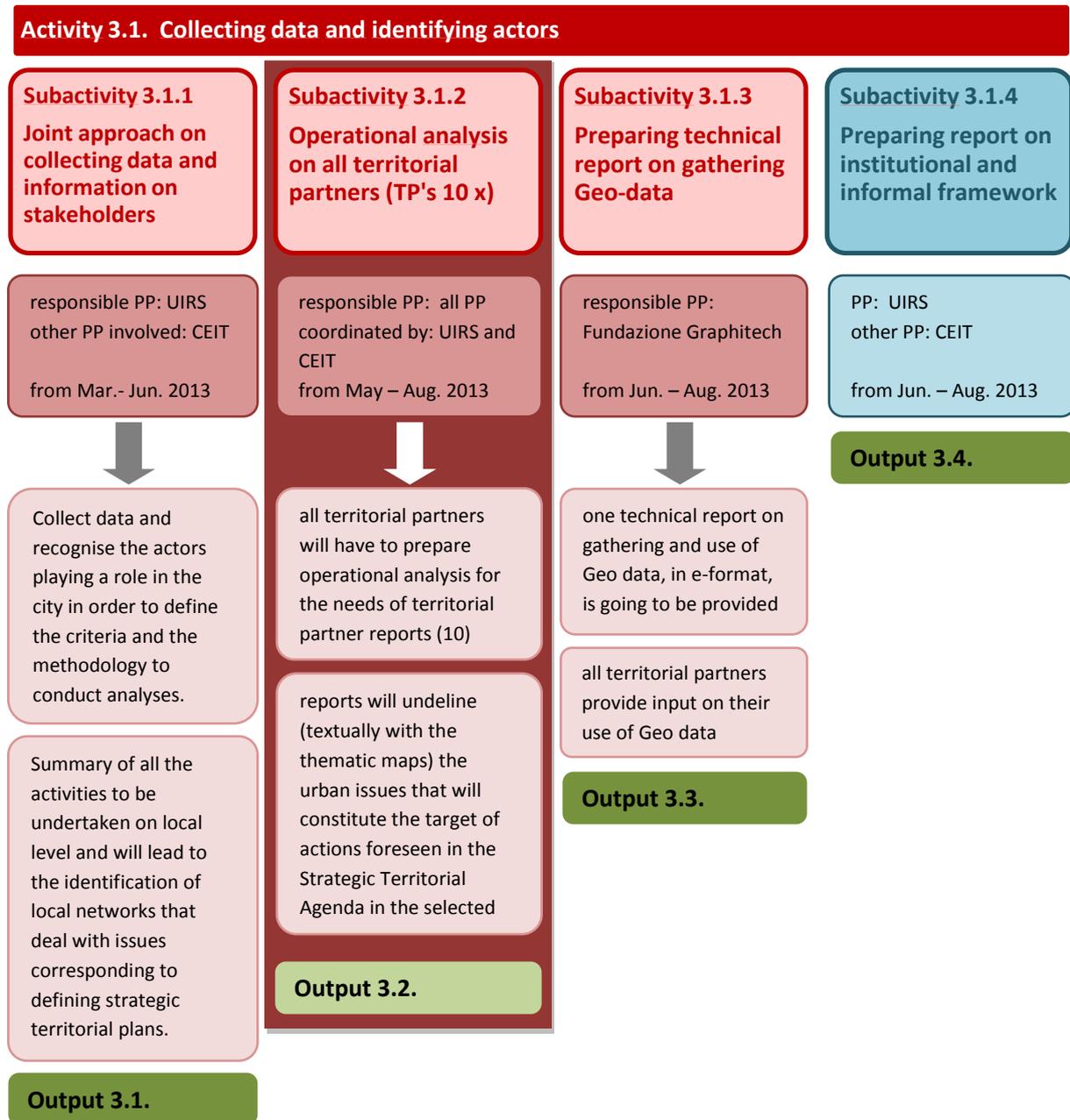


Figure 1: Overview of activity, own graphic

## 3 Scope and Importance of the Analysis for the Future Development of the Strategic Territorial/ Urban Agenda

In South East Europe the type of planning system has depended on the country's legal system and institutional framework, the relative roles of the different actors or stakeholders in the development process. To achieve the objectives of STATUS, the large social changes that took place in SEE at the beginning of the 1990s have to be kept in mind. In the process of decentralization, important competencies have been transferred from central to local level. But even in the countries with a strong urban planning tradition, there is still a lack of implementation of plans and these covers oftentimes only land use and infrastructure, dismissing social and environmental aspects. This shows that even with precise input data and strong methodologies to understand future development of the cities, external factors (for example: current economic crisis in Europe) divert planned development. Therefore it is important to closely monitor the implementation of development plans, policies and strategies and detect as soon as possible major anomalies. It is important to understand which projects were implemented according to plan, which were implemented different than planned or not implemented at all.

The problem of following adopted development plans, policies and strategies is even bigger in South Eastern European countries. What is specific in those countries is the perception of spatial planning as a legacy of former socialist/ communist planned economy. When those countries adopted a new economic system, the care for new spatial planning legislation was not a priority. Therefore, new spatial planning paradigms like sustainable urban development, integrative approach and environmental issues were not integrated in the system for many years and this way created an additional development gap of SEE cities in terms of quality of life and capability compared to west European ones.

Even 20 years after the change of political and economic system, many SEE cities lack methods and tools for sustainable and integrated development in line with 21<sup>st</sup> century standards. Strategic urban agendas, by applying a participatory process together with other tools described in this and other reports of the STATUS project, will enhance urban development and urban culture in SEE cities.

### 3.1 SWOT as analysis tool

**The SWOT analysis** is one of the tools used to identify and suggest measures and areas for the resulting of Strategic Territorial/Urban Agendas (ST/UA). The SWOT analysis is a tool to describe in a summary and qualitatively a given or projected situation by specifying strengths and weaknesses of such situations as well as identifying potential opportunities and threats that can be anticipated.

Output 3.2 Operational Analysis on Territorial Partners

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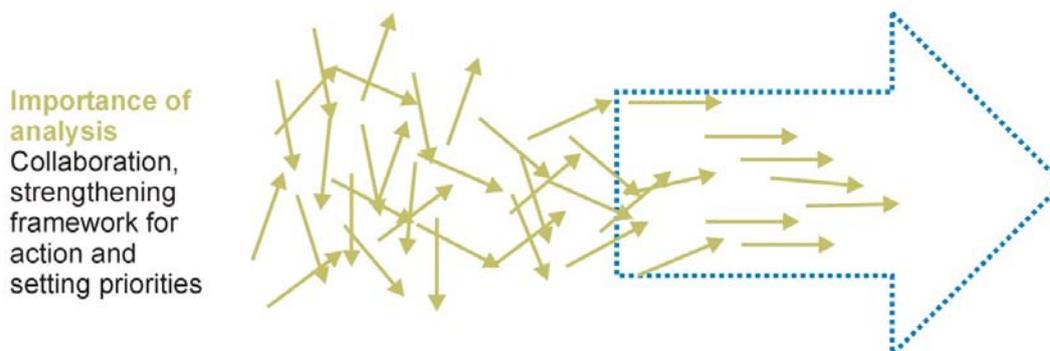


Figure 2: Importance of analysis, own graphic

SWOT Analysis can play a critical role in the development of ST/UA. Strategies need to be built around strengths or should set out to maximize opportunities and minimize threats. Weaknesses should never be prioritized in strategies. For developing the SWOTs and, in this context, the agendas which will shape the future performance of the city or region, there must be a collaboration with key players, stakeholders and policy makers (see report 3.1). Analysis is the basis for collaborations and for the setting of common priorities in ST/UA for the region's future (economic) development (Figure 2).

A region has many economic opportunities. The analysis first identifies those opportunities that seem to match up with the region's competitive advantage and make visible the priorities to focus on.

The overall aim of a SWOT analysis is to present a holistic overview of **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats, being a commonly used tool for the identification of improvement potentials and future trends. This analytical tool helps assessing the efficiency of policies and to get an overview highlighting positive and negative aspects for different policy and development options.

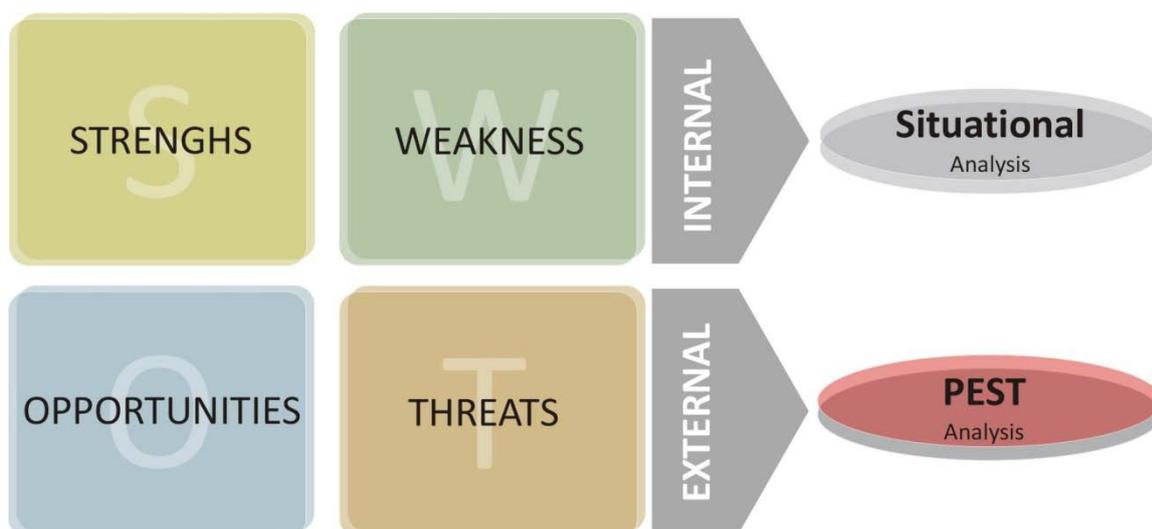
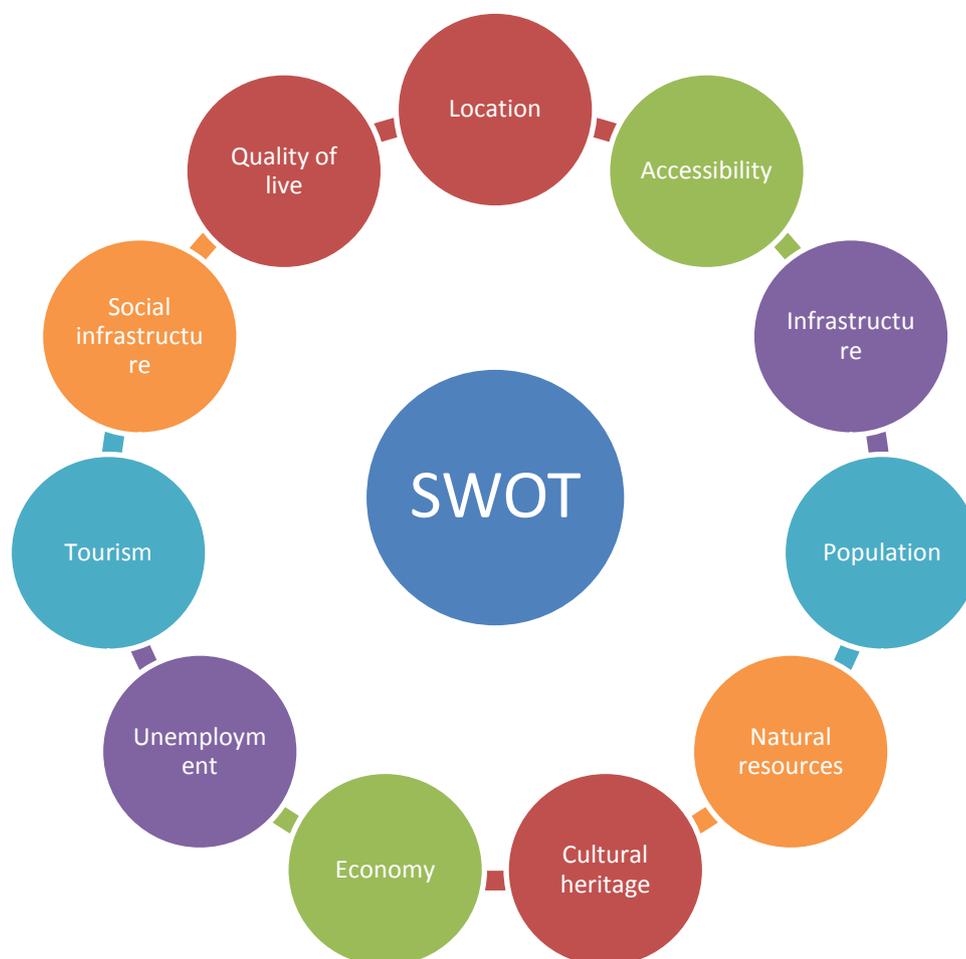


Figure 3: SWOT analysis overview, own graphic

A SWOT analysis was conducted by TPs within all pilot areas. Individual SWOT analyses were elaborated, one for each pilot area. The SWOT analyses were carried out by all Territorial Partners accordingly to a previously elaborated template. In a next step, the output will be revised all over the project life time to draw suitable conclusions which will be a basis for the Agendas. Every TP has its own standard indicators, and the recognized or assessed strengths, weakness, threads and opportunities are selected to be deployed in the analyses, relating to each other and having to be jointly seen.

The individual SWOT tables are **reproduced in the Annex I** within each TP report for a better overview.



**Figure 4: Aspects considered in the TP's SWOT analysis**

Analysis criteria on a geographical level will be reinforced in the workshops. The list of criteria which were considered in the SWOTs and should be further developed in the process of formulating the agendas are shown in Figure 4.

In a next step and as a further recommendation to the Territorial Partners, it is appropriate to use another most common trend analysis tools called PEST, which looks at the political, economic, social, and technological factors of the external environment (and sometimes also legal and environmental aspects).

## 4 Methodology and Structure on Territorial Partners' Reports

This report is divided into two sections. On one hand, the geographical dimension was explained and shown on specific maps by the TP; on the other hand, a SWOT analysis on the intervention area was done by each TP.

The operational analysis of each territorial partner consists of:

### 1. Introduction

Each TP provided the reasons why the area of intervention (the “analysis area”) and detailed areas of intervention (the “project areas on which the Agenda will focus, if already defined) were chosen as part of the ST/UA.

### 2. Definition of analysis criteria of each Territorial Partner

All partners defined the analysis criteria which will be strongly considered in SWOT analysis and in a next step in the formulation of the Strategic and Territorial Agendas.

### 3. Area Based Approach

All territorial partners had to provide a description of their areas of intervention, which gave an overview of the geographic boundaries which will be conducted in the ST/UA:

- **Area of intervention:** orthophoto with satellite background in scale of 1:10.000, with the main aim to represent the overall area of intervention, on which the general SWOT analysis has been conducted. Because of different sizes of those areas, it was possible to use a scale of 1:25.000 for relevant big areas and a scale of 1:5.000 for smaller areas.
- **Detailed area of intervention:** The Territorial Partners provided orthophoto plans or maps depicting the detailed area(s) of intervention, on which the future Strategic Agenda will focus.

### 4. Strategic significance of the proposed area

All territorial partners had to provide a justification of the selected area in terms of:

- a) Current local policies/ plans/ strategies/ politics,
- b) Current supra-local policies/ plans/ strategies/ politics,
- c) Economic opportunities/ problems present in the area,
- d) Socio-cultural opportunities/ problems present in the area,
- e) Environmental/ landscape resources of the selected area.

This section gave an overview of all the forces influencing the strategic planning in the TP's areas and regions. Plans, policies, strategies and politics have a big influence on which decision can be made and how it can be realized. The plans and strategies are showing the economic, social and environmental relationships and objectives as well as their physical impact upon development for the next years or even decades.

The economic and social-cultural opportunities shown by the TPs give a first idea of which challenges have to be faced within the project lifetime of STATUS.

## **5. SWOT analysis**

There were two SWOT analyses, provided by all territorial partners, which have shown explicit real urban/territorial needs and potentialities:

- SWOT for the whole area of intervention (city, neighborhoods, metropolitan area, region ...)
- Detailed SWOT of intervention areas (areas of specific focus to be addressed in the STATUS ST/UA, within the general area, which require specific and detailed SWOT analysis)

For a detailed methodology of the SWOT please see chapter 3.1.

## **6. Spatialisation**

All partners provided a set of thematic maps that illustrated the areas of problem concentration and best development potential.

## **7. Conclusions by each Territorial Partner**

The Territorial Partners summarized the findings of their reports in a set of conclusions. The conclusions basically consist of a synthesis of the issues that will constitute the target of actions foreseen in the Strategic Territorial Agendas.

**All reports from territorial partners are provided in the ANNEX.**

## 5 Conclusions

The SWOT analyses have shown a very heterogenic image of the TPs and that they struggle with different risks and problems. Tourism can be seen as an important aspect for some of the TPs and their pilot region are spots with cultural, historical, architectural diversity. But on the other hand there is no overall plan or marketing strategy to attract more tourists for the cities and regions.

Further, the environmental aspect plays an important role and is constantly considered in the planning issues. There are good conditions in the sense of environment, biodiversity, access to natural reservoirs and protected areas. Urban areas pose the main challenges to transport policies from both sustainability (CO<sub>2</sub>, air pollution) and competitiveness (congestion) viewpoints. Urban traffic and congestion is expected to grow as a consequence of increased urbanization and motorization.

Three important processes in the SEE region – notably population decline, shrinking working-age population and an ageing population - will have a significant effect on regions. Demographic change in nearly all the pilot areas will potentially impact on regional growth through a shrinking population.

In a next step, TPs need to focus on certain aspects analyzed in the SWOTs. On one hand there has to be a focus on relevant issues for the ST/UA and on the other hand decisions have to be made about which topics can be seen as redundant. These reports will also be updated during the project life time and the results brought STATUS one step closer to defining the approach that helped cities and regions to understand the importance of analysis for the integration of sustainable urban agendas and place based strategies.

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## **Annexes**

**ANNEX 1 – Operational analysis of the Municipality of Kavala (GR)**

**ANNEX 2 - Operational analysis of the Municipality of Alba Iulia (RO)**

**ANNEX 3 - Operational analysis of the Baia Mare Metropolitan Area (RO)**

**ANNEX 4 - Operational analysis of the Province of Foggia (I)**

**ANNEX 5 - Operational analysis of the Municipality of Schwechat (AT)**

**ANNEX 6 - Operational analysis of the Abruzzo Region (I)**

**ANNEX 7 - Operational analysis of the Municipality of Satu Mare (RO)**

**ANNEX 8 - Operational analysis of the Municipality of Drama (GR)**

**ANNEX 9 - Operational analysis of the Municipality of Herceg Novi (MNE)**

**ANNEX 10 - Operational analysis of the Municipality of Temerin (RS)**

**ANNEX 11 - Operational analysis of the Municipality of Bălți (MD)**