



Department of Architectural Engineering and Urban Planning

ENPL333 – Principles of Spatial Planning 1

Lecture 5: Strategic Plan

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- Strategic planning is a **management tool** that **determines the direction** in which an organisation is moving, **and how it will get there**. It starts with **strategic objectives**. Objectives indicate what management expects to accomplish, while planning sets forth **how, when, where and by whom the objectives will be attained**.

Strategic Urban Planning

- Urban strategic planning is an approach which **determines the direction of development of a city or** urban area, in the context of its **current profile and SWOT analysis**. This approach helps the city to **respond to fast-moving events**, to **manage change**, and to **improve the quality of life**.

OR

- Strategic urban planning is a process which **permits the articulation of the initiatives** of public and private **stakeholders** and which seeks synergies for the development of a city.

➤ **Strategic urban planning helps to answer questions like:**

1. Which **areas** should receive which type of growth?
2. How can the existing **economic base** be preserved and expanded?
3. How can **quality of life** be protected and enhanced?

Strategic Urban Plan

- The **output** of urban strategic planning is a dynamic framework for a city's stakeholders to implement their development decisions
- Urban strategic planning and plans in **no way substitute for the physical spatial planning process** and spatial plans proposed to be prepared at various levels
- Urban strategic planning and plans can be used to address **specific concerns or broad range of issues**
- Urban strategic plan is a **highly flexible tool** and is **not constrained by national planning standards**
- The preparation of an urban strategic plan is **entirely optional and self-funded** by the local government, which defines the requirement according to its own needs. Consequently, the strategic development plan is more flexible and less constrained by existing planning regulations
- There is **no standard procedure** to guide its preparation

Strategic Urban Plan

Sustainable Sydney 2030

Sustainable Sydney 2030 is the City's overarching community strategic plan that sets a vision for a Green, Global and Connected city.

Sydney 2030 came to life after we asked residents, visitors, workers and businesses what kind of city they wanted. People told us they wanted a city that cares about the environment, has a strong economy, supports the arts and that connects its people to each other and the rest of the world. Sydney 2030 is now the cornerstone of everything we do.

Sustainable Sydney 2030 is the City's highest level strategic plan, and is updated every four years. All the City's work follows from this plan. Our strategies and action plans, such as this Planning Statement, set out the commitments, projects and services we need to achieve this.

The 10 strategic directions to guide the future of the city are:

1. A globally competitive and innovative city
2. A leading environmental performer
3. Integrated transport for a connected city
4. A city for walking and cycling
5. A lively and engaging city centre
6. Resilient and inclusive local communities
7. A cultural and creative city
8. Housing for a diverse population
9. Sustainable development, renewal and design
10. Implementation through effective governance and partnerships.



Urban Strategic Planning Process

➤ **The following attributes, when combined effectively, define a successful and comprehensive strategic planning process:**

- It is **oriented towards the future** and attempts to foresee how the world could be different in five to ten years from now. It is aimed at setting the city's development direction based on what this future is likely to look like.
- It is **flexible and oriented towards the larger picture**. It aligns the city with its environment, setting a context for meeting goals and providing a framework and direction to achieve the city's desired future.
- **It is a qualitative, idea-driven process**. It integrates “**soft**” **data** that are not always supported quantitatively, such as experiences, intuition and ideas, and **involves stakeholders** in the ongoing dialogue with the aim of providing a clear vision and focus for the city.
- **It allows a city to focus its development efforts**, because it is a process of dynamic, continuous self-analysis

Urban Strategic Planning Process (cont.)

- Action required
- Operational implications
- Organisational and human resource systems required
- Resource allocation
- Timing
- Monitoring and evaluating results

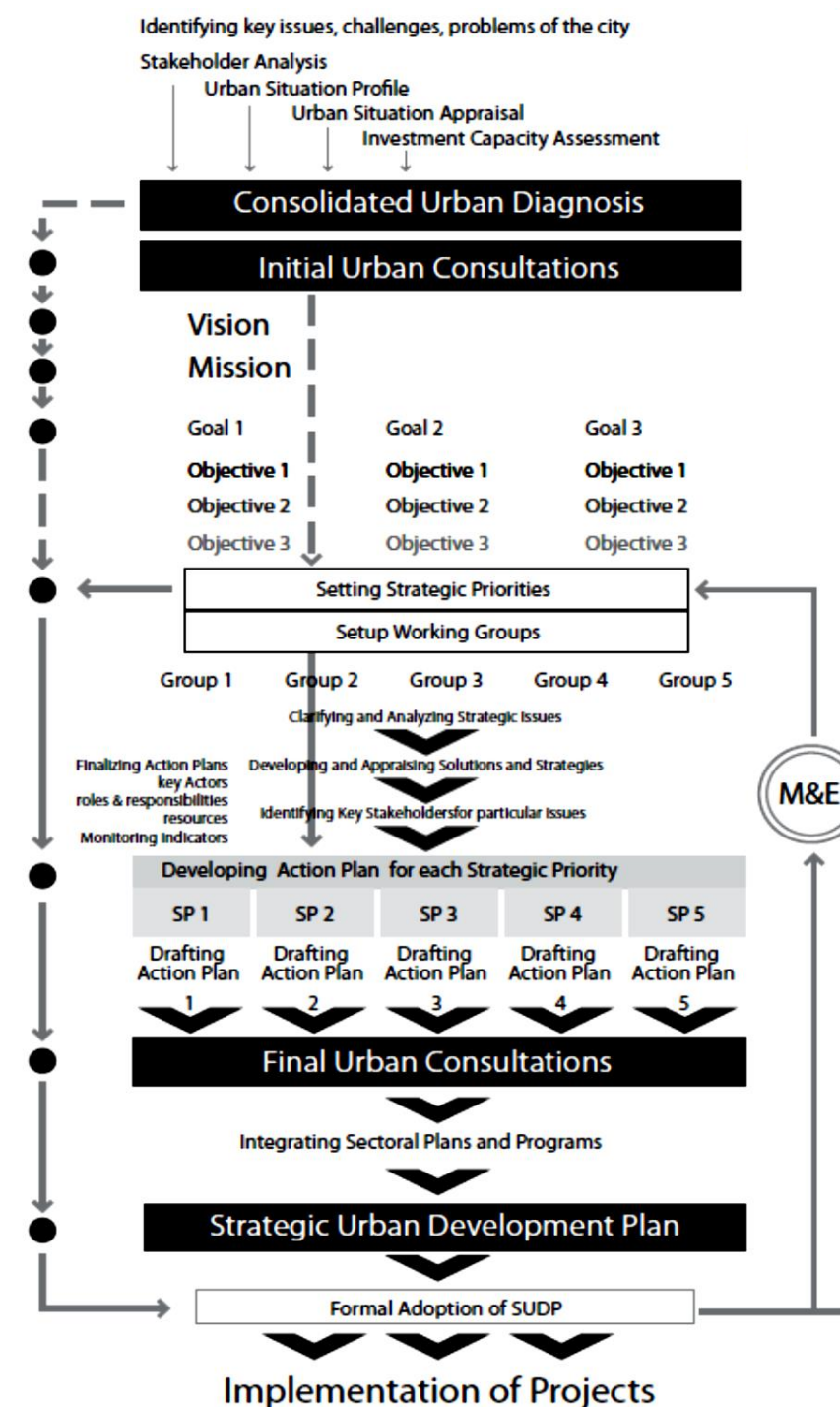


- Developing the planning framework
- Urban situation profiling
- Urban situation appraisal (using SWOT analysis)
- Investment capacity assessment in the city
- Consolidated urban diagnosis

- Vision and Mission
- Goals and objectives
- Key capabilities and critical gaps
- Strategic priorities/ directions to pursue

Preparation of Strategic Urban Development Plan

- It is **not a static process**: it must change to reflect the changing situation in the city. Inevitably, the process moves forward and backward several times before arriving at the final set of decisions.
- It is based on an **urban situation analysis**.
- It involves an **inclusive consultation** process for development of a **vision, mission, goal and objectives; setting priorities and strategic directions; and defining action plans**.
- Management and implementation of projects focuses on **turning action plans into concrete projects**, which is the final step in the strategic planning process



Strategic Planning Vs Conventional Planning Approaches

- Urban **Strategic Planning** is distinct from the **conventional urban planning** approaches such as master plans or comprehensive development plans, in a number of ways.
- As stated earlier, it is a **dynamic process, inclusive and participatory**, with an eye on **implementation**.
- Further, it is **selective**, focusing on **a few priorities at a time**, rather than comprehensive and all-encompassing.

Strategic Planning vs. Conventional Planning Approaches (cont.)

Strategic planning	Conventional planning
Decentralized approach (bottom-up)	Centralized approach (top-down)
Process-oriented and action-oriented	Product-oriented (the plan)
Combination of responsive and proactive	Driven mostly by proactive strategies
Flexible	Rigid
Starts with consensus on issues	Starts with consensus on "power to enforce"
Planning, budgeting and implementation integrated	Planning separated from implementation (and therefore, budgeting)
Focused and selective - aims at identifying and resolving critical issues	Comprehensive
Expects new trends, discontinuities and surprises	Assumes that current trends will continue in the future
Interactive with a range of stakeholders	Based largely on data rather than stakeholder engagement
Political/multi-stakeholder awareness and involvement	Administrative orientation and awareness
Implementation by empowerment	Implementation by directive