



GUIDELINES FOR FUA STRATEGIC ACTION PLANS

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Introduction: Strategic Planning and Strategic Action Plans

According to relevant management theory literature, strategic planning is managing for results. It is defined as a long-term, future-oriented process of assessment, goal setting, and strategy building that maps an explicit path between the present and a vision of the future, that relies on careful consideration of an organization's capabilities and environment, and leads to priority-based resource allocation and other decisions.

It includes the process of developing a **Strategic Action Plan (SAP)**. A Strategic Action Plan is a comprehensive and integrated plan to address needs; i.e., to successfully carry out a programmatic mission. Because strategic planning is a team effort that builds consensus on a future direction for a project, the process itself is more important than the resulting document. A Strategic Action Plan is a practical, action-oriented guide, based upon an examination of internal and external factors, which directs goal setting and resource allocation to achieve meaningful results over time.

Strategic planning is adaptable, it takes a long-range approach, but can use regular reviews and updates to check progress and reassess the validity of the plan based on strategic issues uncovered in the internal/external assessment. The plan should be updated to make the adjustments necessary to respond to changing circumstances and take advantage of emerging opportunities. It sets targets for performance, incorporates ways to check progress, and provides guidance for on-going operational plans and budgets.

Strategic planning is planning for change in increasingly complex environments; it is proactive and stimulates change rather than simply reacting to it. Furthermore, strategic planning employs common sense and it anticipates a future that is both desirable and achievable. It provides a structure for inspired, but practical, decision-making and follow-through.

Strategic planning requires broad-scale information gathering, it facilitates communication and participation, accommodates divergent interests and values, and fosters orderly decision-making and successful implementation.

In simple terms, strategic planning helps to ask four basic questions:

- WHERE ARE WE NOW?
- WHERE DO WE WANT TO BE?
- HOW DO WE GET THERE?
- HOW DO WE MEASURE OUR PROGRESS?

A Strategic Action Plan should therefore consider the four basic questions mentioned above. It breaks strategies into manageable parts for coordinated implementation of goals and objectives. Task specification includes staff assignments, material resource allocations, and schedules for completion. Furthermore, Strategic Action Plans specify detailed cost and expenditure information. With specific regards to the GreenerSites approach, relevant SAP features are:

- It is user friendly.
- It is participatory. It involves stakeholders at all levels; it gives each of them a "piece of the action."
- Ideally, it is not left to planners; everyone plans.
- It clearly defines responsibilities and timetables. It is coordinated by a central figure, someone who has the "big picture."
- It is realistic about goals, objectives, resources, and outcomes. It takes personnel issues, overall fiscal conditions, and budgetary trends into account.



- It is politically sensitive.
- It is convincing. It develops and conveys compelling evidence for its recommendations. It uses innovative communications strategies.
- It establishes and ensures accountability for results.
- It leads to resource decisions and acknowledges the reality of having to do more with less, often requiring trade-offs or the redirection of resources.
- It is not stale and static. Both the plan and the planning process are reviewed and modified regularly (suggestion: every two months).

The role of Strategic Action Plan in the GreenerSites Project

The project partners will jointly develop a common approach for the development of the strategy and action plan at the beginning of the project at the end of WPT1 Analysis Phase. For this purpose, partners will develop a template for the SAP, which provides specific sections for relevant information on involved stakeholders, identified actions, finances and timelines.

Transnational template for SAP at FUA level (D.T1.3.1)

Deadline 4/2017

A common template for Strategic Action Plans at FUA level has been developed under the guidance of WP Leader (isw Institute).

Project Partner Workshop on joint design of Strategic Action Plans Deliverable D.T1.3.2

Deadline 5/2017

The transnational workshop will be organised in conjunction with a project SC meeting and will involve all PPs. Topic will be the definition of SAPs: management of information acquired, critical points, definition of priorities, roles, timing, budget. WP Leader isw Institute has presented the template and guidelines during the project meeting in Bydgoszcz in May 2017.

Guidelines for SAP in FUAs to be presented to Stakeholders (D.T1.3.3)

Deadline 5/2017

Guidelines for SAP will be presented to stakeholders by PPs in the 9 FUAs. Explanations on the information needed for the delivery of SAPs will be included. At FUA level. Discussions on SAPs with stakeholders will continue in D.T3.12.1 and D.T4.1.1.

Output O.T1.2 Guidelines for FUA Strategic Action Plans (SAP)

Deadline 5 / 2017

Guidelines for drawing up SAPs for brownfield rehabilitation in FUAs will be elaborated. Critical aspects identified in the initial FUA assessment, discussions on expectations from the common tool and identification of possible measures for sustainability of pilots will provide input to the SAP template & guidelines. Guidelines will be presented to stakeholders in 9 FUAs to identify priorities for brownfield regeneration and start the development of 9 SAPs to be finalised in A.T4.1.



WPT4 Toward the deployment of strategic planning at FUA scale

WP Leader: Region of Veneto

After implementation of the pilot actions and training seminars in WPT2 and WPT3 the partners will use the results to identify further actions to promote the environmental rehabilitation of brownfield sites in the Functional Urban Areas. Under involvement of the relevant stakeholders they will agree on concrete actions, which will be implemented after project end. For this purpose several local stakeholder meetings will be organised in each region. Partner will exchange experience on the development of SAPs via online communication. The activities will be coordinated by WP Leader Veneto region and take place from August 2018 until May 2019.

Output O.T4.1 Strategic Action Plans in 9 CE FUAs

Deadline 12/ 2018

Strategic Action Plans will be developed for all project FUAs to increase effectiveness of management of brownfield sites. SAPs will integrate results of WPT1 analyses and tool implementation, know-how from local and transnational trainings and lessons learn from pilots. The development of SAP will be conducted with the full and continuous involvement of stakeholders in local tables (7 meetings envisaged in each FUA). Monitoring measures and indicators will be included.

Local stakeholder tables D.T4.1.1

Deadline 12/2018

18 local meetings to be organised in 9 FUAs (2 meetings per FUA) to finalise the SAPs. These meetings conclude the work with stakeholders carried out in in D.T1.3.3 and D.T3.12.1

Online meeting on transnational exchange on Strategic Action Plans D.T4.1.2

Deadline 9 / 2018

The online meeting will allow PPs to exchange and share ideas and decisions on the development of SAPs.

Strategic Action Plans D.T4.1.3

Deadline 12/2018

Strategic Action Plans will be developed for all project FUAs to increase effectiveness of management of brownfield sites in CE FUAs. They integrate the work carried out in WPT1 (analyses and tool), training activities and the findings of pilot actions.



Guidelines for elaboration of Strategic Action Plan

These **Guidelines** are elaborated as a tool to support PPs and their stakeholders to identify the intervention priorities and to start the development of the Strategic Action Plans.

SAPs will be developed in each project FUA to increase the effectiveness of the management of brownfield sites and will contribute to the capitalisation and transferability of project results and will ensure that the solution tested are maintained after the end of the project.

SAPs will take into account the whole FUA and will identify which interventions are needed, their priorities, targets, involved actors and sustainability indicators. They will integrate results from the preliminary analysis with specific focus on critical aspects identified in the initial FUA assessment. Furthermore, SAPs should refer to the WebGis tool implementations and the lessons learnt from pilot actions. PPs should also include possible measures for sustainability of pilots in their SAPs.

SAPs should also envisage the time line and the resources needed to carry out these actions. They must be developed with the active engagement of relevant stakeholders. Therefore, regional and local stakeholder table members should be involved at an early stage of the SAP preparation. The discussion with them and with the associated partner network will be maintained throughout the elaboration phase. This process also includes the allocation of responsibilities of partners for the planned actions.

The SAP shall include proposals for concrete implementation of the activities and measures reflecting the general objectives of GreenerSites project, and will be a guidance to the brownfield redevelopment in the project FUAs.

A **common template** for the SAP has been agreed within the partnership. In particular, the template includes:

1. Contents of each specific action: Actions shall include the exploitation of the WebGis tool in the PPs' institutions to manage brownfield data, outcomes from the pilot action interventions as well as pilot investments. Other actions not necessarily planned in the framework of the project can be also included in the SAPs if they help to continue the redevelopment of the brownfields in the FUA.
2. Short problem description: After outlining the issue, a clear indication of the challenges and of the possible risks linked to the outcomes of the actions is essential to understand how problems can be solved.
3. Objective of the specific action: It needs to be clearly indicated what the expected outcome of the action is. Furthermore, this column should explain the kind of improvement to be achieved.
4. Partners involved and description of participation process: The engagement of the stakeholders is fundamental to ensure the sustainability and the follow-up of the actions.
5. Time line of the planned activities: To give concreteness to the actions, a well-defined time line of the planned actions will have to be elaborated taking into consideration the short, mid and long-term perspective.
6. Financial measures supporting the action: A detailed indication of the funding sources and amounts (national, regional, European, public or private) shall be provided.
7. Implementation progress: This section is about describing the concrete steps of implementing the specific action. It should also refer to positive and inhibiting factors affecting the process. The implementation process description should be regularly updated to better understand the gradually performed remediation techniques.



TEMPLATE FOR STRATEGIC ACTION PLAN FOR FUAS

Template

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A. Short Summary

Action 1 (use the following template to further describe the action)

Please provide a short summary (5-10 lines)

Action 2 (use the following template to further describe the action)

Please provide a short summary (5-10 lines)



B. Detailed description of concrete actions

For each of the above actions, please indicate:

<p>Content of specific action</p> <p><i>Setting the scene. Please provide brief background information on the action. For infrastructure projects - please attach map of location.</i></p>
<p>Short problem description</p> <p><i>Please outline the specific problem to be solved. Please also indicate possible risks</i></p>
<p>Objective of specific action</p> <p><i>What should be the outcome of this action?</i></p>
<p>Partners involved and description of participation process</p> <p><i>Who does what? Please list partners involved and briefly explain their function in the process. You should also refer to your regional stakeholder tables and the associated partner network. Please also refer to contractual arrangements (activities that are to be performed by contractors or consultants).</i></p>



Planning of activities (timeline)

Please describe the stepwise process planning (short, mid and long-term perspective).

Financing

Please describe amount and source of funding (public: municipal, regional, national, European / private).

Progress of implementation

Please describe your concrete steps of implementation of the specific action. You should also refer to positive and inhibiting factors affecting the process (e.g. use of measures, instruments, and remediation techniques, development of recommendations for brownfield remediation, discussion with funding bodies, political support).

This section should be regularly updated (every two months).