GOVERNMENTAL PLANNING

A process of taking decisions that aim at certain development objectives on a short, medium and long term periods.

A CONTINUOUS PROCESS

1. The establishment of goals and objectives that are intended to be accomplished with the practice of planning.
2. The identification of problems and inventory of necessities of the municipality.
3. The elaboration of strategies to solve these needs.
4. The definition of priorities and public interest.
5. To identify the forms, projects, programmes and actions for solving or alleviating them.
6. The formulation of action plans with the participation of all municipal sectors/departments and segments of society.
7. To define the needed financial, material and human resources.
8. The analysis and forecasting of the impacts/effects caused by the plan.
9. The definition of forms for monitoring and evaluating the process and its results.

MUNICIPAL ACTION PLAN

PHASES

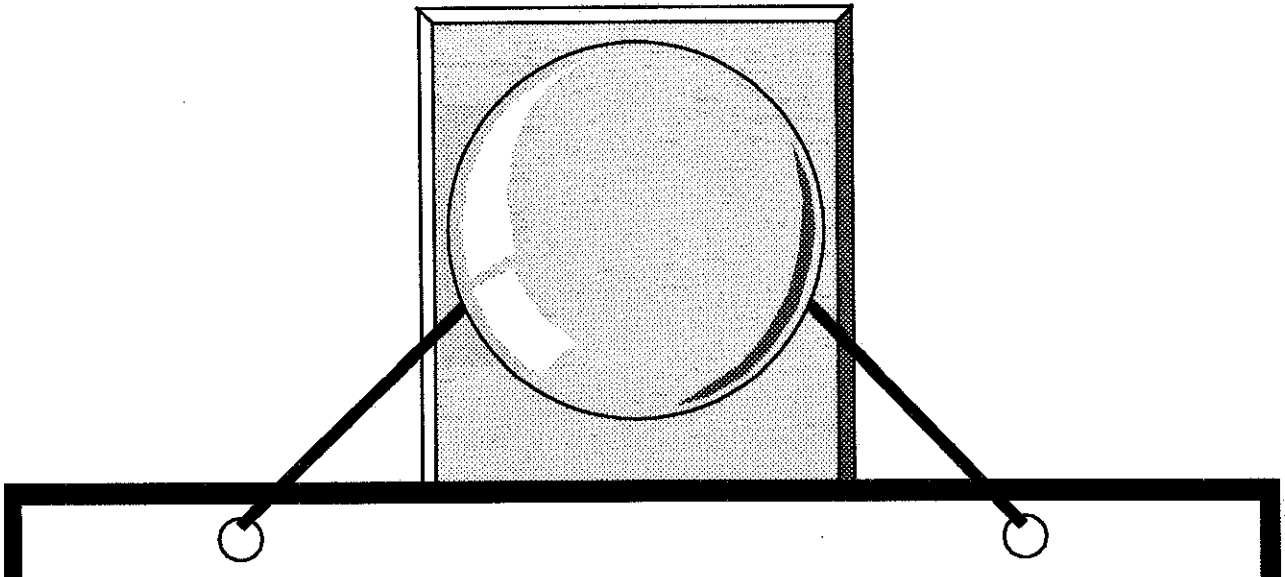
1. The analysis of the existing situation.
2. To define and to study the priorities.
3. To define the alternatives to accomplish each objective or goal.
4. Evaluation and costs & benefit analysis.
5. Definition of option(s) or the selection of "the" alternative.
6. Budget allocation.
7. Programming the activities.
8. Evaluation and control of the working process.
9. Review and (re)formulation of the plan.

UD - Urban Design	UP - Urban Planning	UM - Urban Management
It is product oriented. It is overconcerned with the physical environment. It implies the formulation of a spatial solution and a physical (re)arragenments of buildings & spaces. It simulates a reality in graphical forms. It has a strong aesthetic component. It produces a layout form of an idealized urban environment with a bi & tri-dimensional view. It is a product of spatial order. It is a graphical output. It has a higher intuitive and speculative character.	It is product-process oriented. It implies a set of procedures. It sets strategies to meet some objectives and targets. It implies a legislative procedure that gives guidelines and prescribes places where activities and functions take place. It has a multidisciplinary technical character. It produces zoning, land use regulations, procedures, legislations and development guidelines. It implies a diagramatic output with juridical content. It pursuits rationality. It formalizes instruments to articulate and conciliate activites, functions and interests. It has a higher rational, deductive and prescriptive character.	It is process oriented. It implies a multidisciplinary and comprehensive view over the urban environment. It has an aspatial character. It is an administrative procedure that guides the development of the city and the institutions responsible for its development. It implies organizational and procedural frameworks. It implies the conciliation of conflicts and competitive interests in the development process. It has a redistributional character. It is related to performance of cities and urban productivity. It pursuits efficiency in the use of resources. It implies financial, technical, juridical, social, cultural, institutional and political planning.

PLANNING

Planning is establishing a strategy by which some previously specified objectives may be met.
Planning is the ability for forecasting future trends.
Planning is realizing ideals which are spelled out in advance in the form of definite GOALS.
Planning is about making something happen which would otherwise not have happened.
Planning is an exercise of choice.
Planning implies a knowledge and understanding of the present and an explicit anticipation of the tuture consequences of present actions.

I. Bracken, 1981.



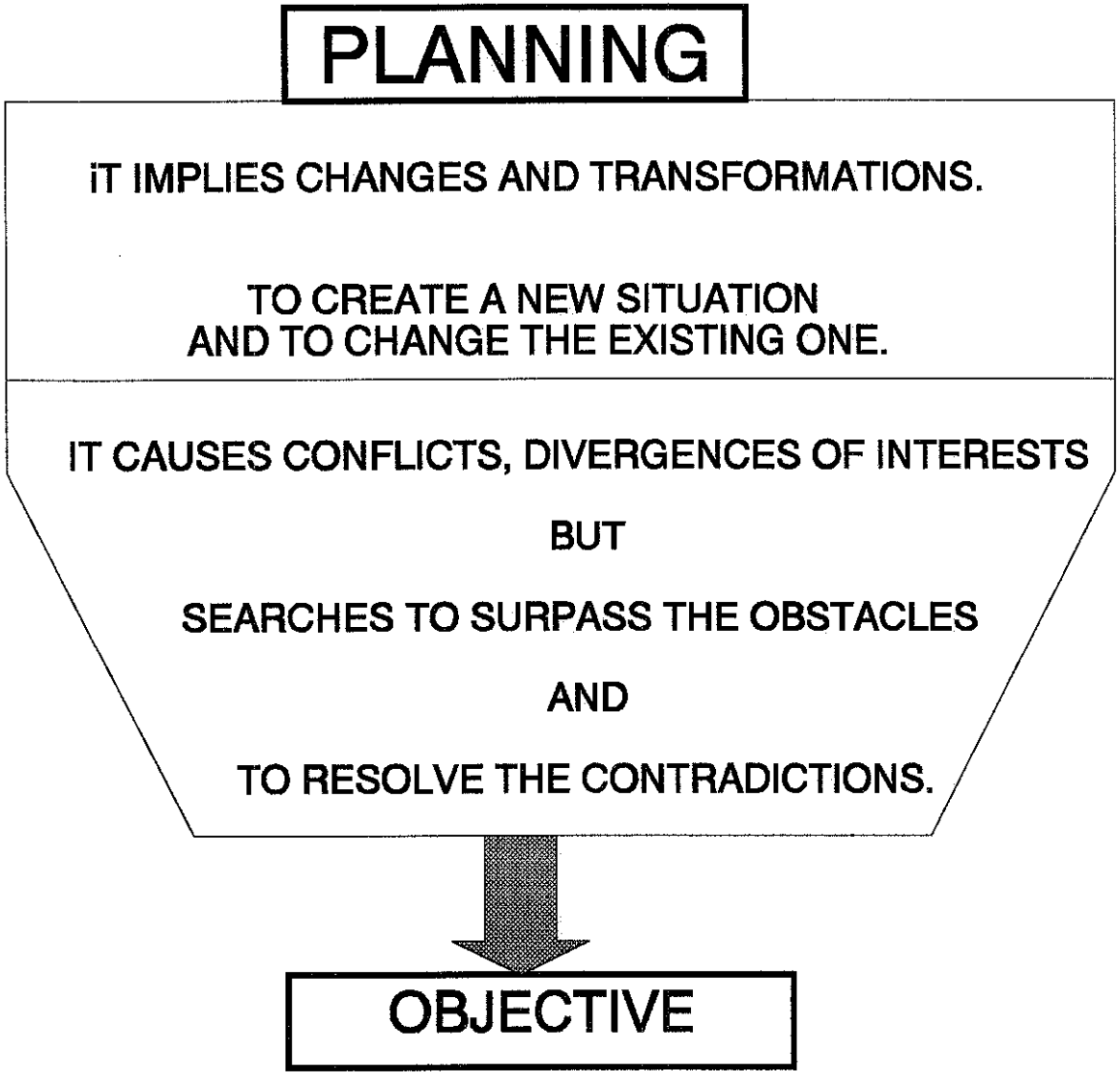
Planning is a set of procedures.
Planning is a process for determining appropriate future actions through a sequence of choices.
Planning is problem solving oriented.
Planning incorporates the notion of goals.
Planning faces the question of relating general ENDS with particular MEANS.

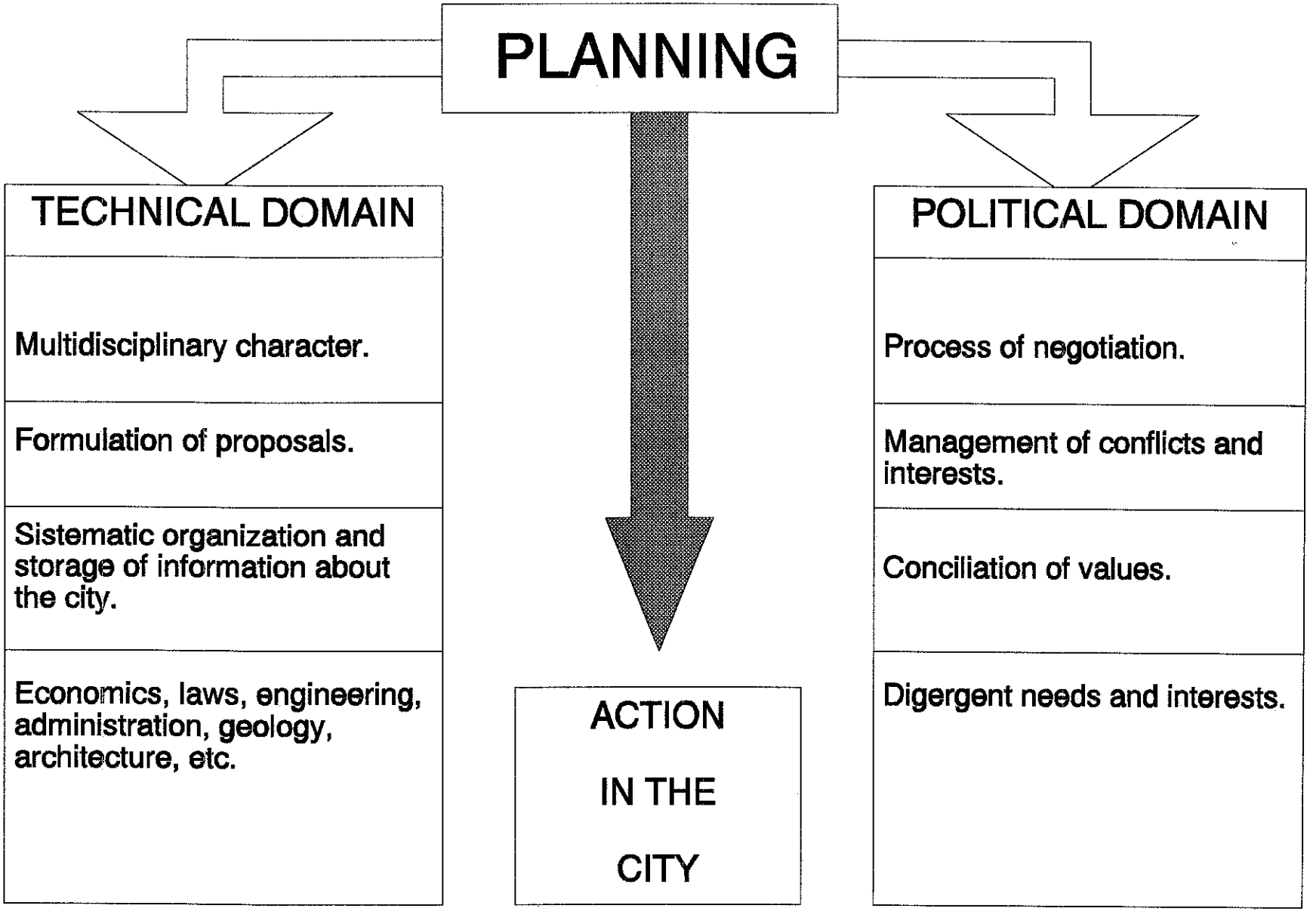
Faludi, A. (1973).

The Concept of Planning

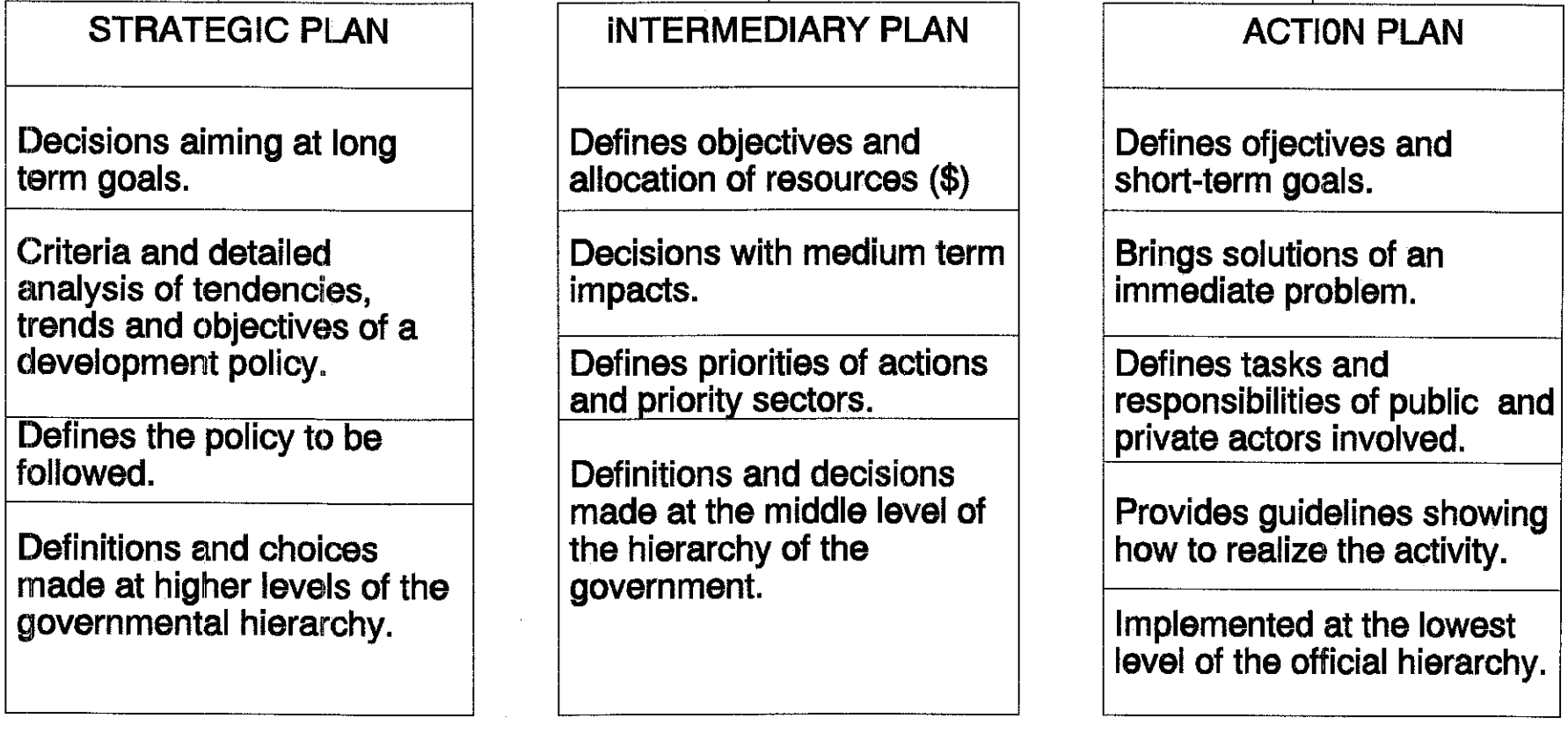
Planning is a deliberate action. It is a process in which future actions are pre-defined through a sequence of choices that aims at a pre-established objective. Thus, it is a set of procedures that implies targeted actions, setting motion to accomplish a desired and supposedly improved & new situation. Planning is a problem solving oriented process and implies an understanding about the present and the forecasting of possible outcomes of the actions presently undertaken.

C. Acioly Jr.


PLANNING
iT IMPLIES CHANGES AND TRANSFORMATIONS.
TO CREATE A NEW SITUATION
AND TO CHANGE THE EXISTING ONE.
IT CAUSES CONFLICTS, DIVERGENCES OF INTERESTS
BUT
SEARCHES TO SURPASS THE OBSTACLES
AND
TO RESOLVE THE CONTRADICTIONS.
OBJECTIVE


PLANNING
TECHNICAL DOMAIN
Multidisciplinary character.
Formulation of proposals.
Sistematic organization and storage of information about the city.
Economics, laws, engineering, administration, geology, architecture, etc.
ACTION IN THE CITY
POLITICAL DOMAIN
Process of negotiation.
Management of conflicts and interests.
Conciliation of values.
Digergent needs and interests.

PLANNING INSTRUMENTS & PLANNING ACTIONS



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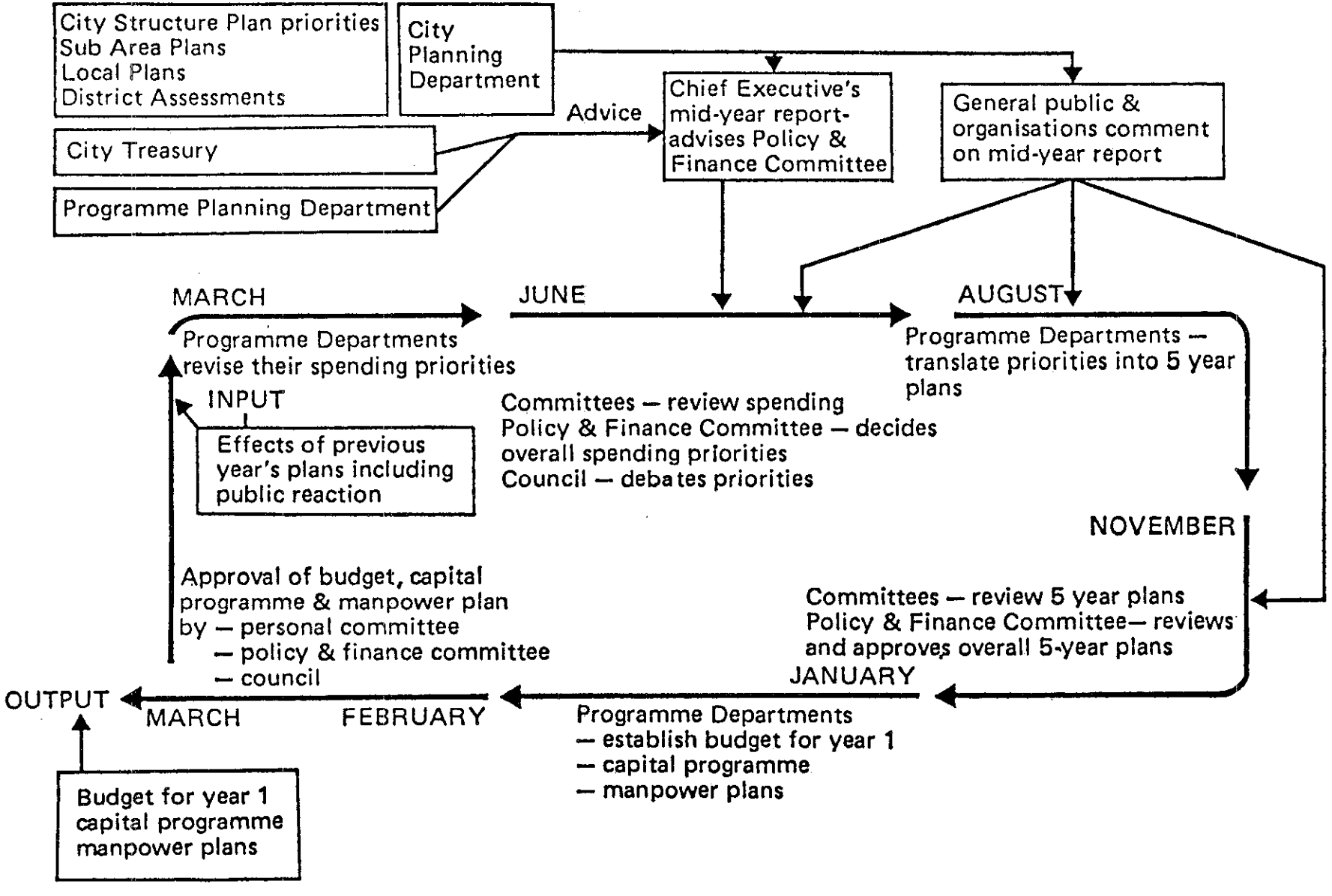


Fig. 9.1 The Programme Planning and Budgeting Cycle (after Amos)

SOURCE Systematic Local Government, paper to Public Works & Municipal Services Congress, 1970

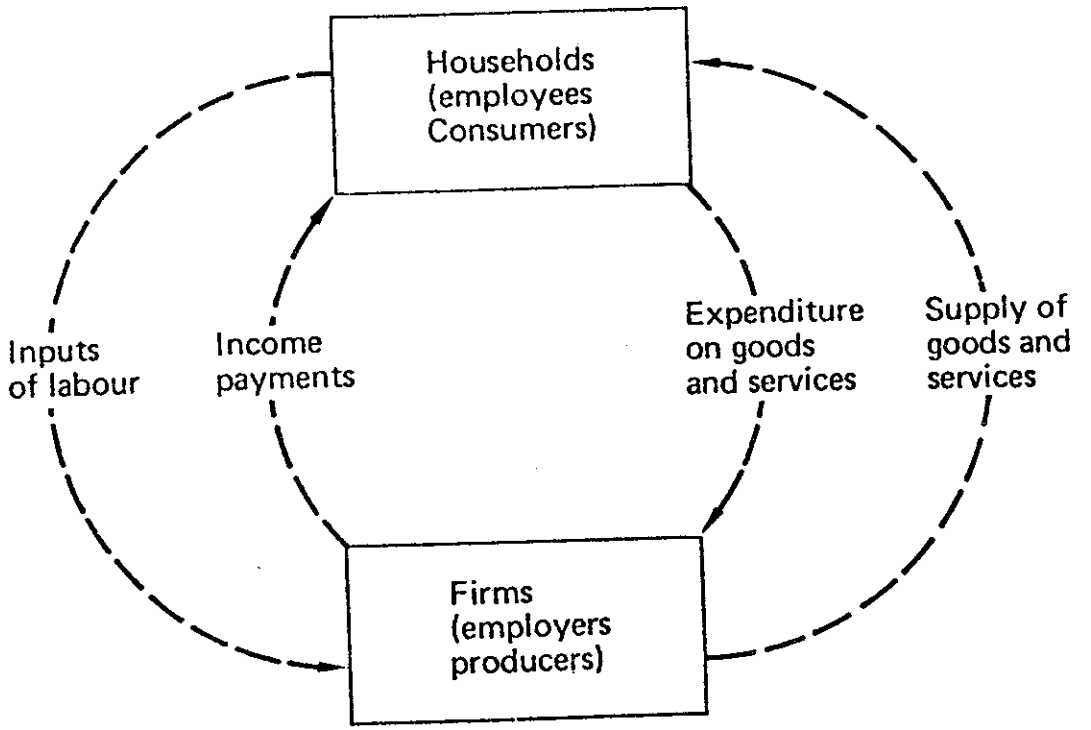


Fig. 12.3 Economic System

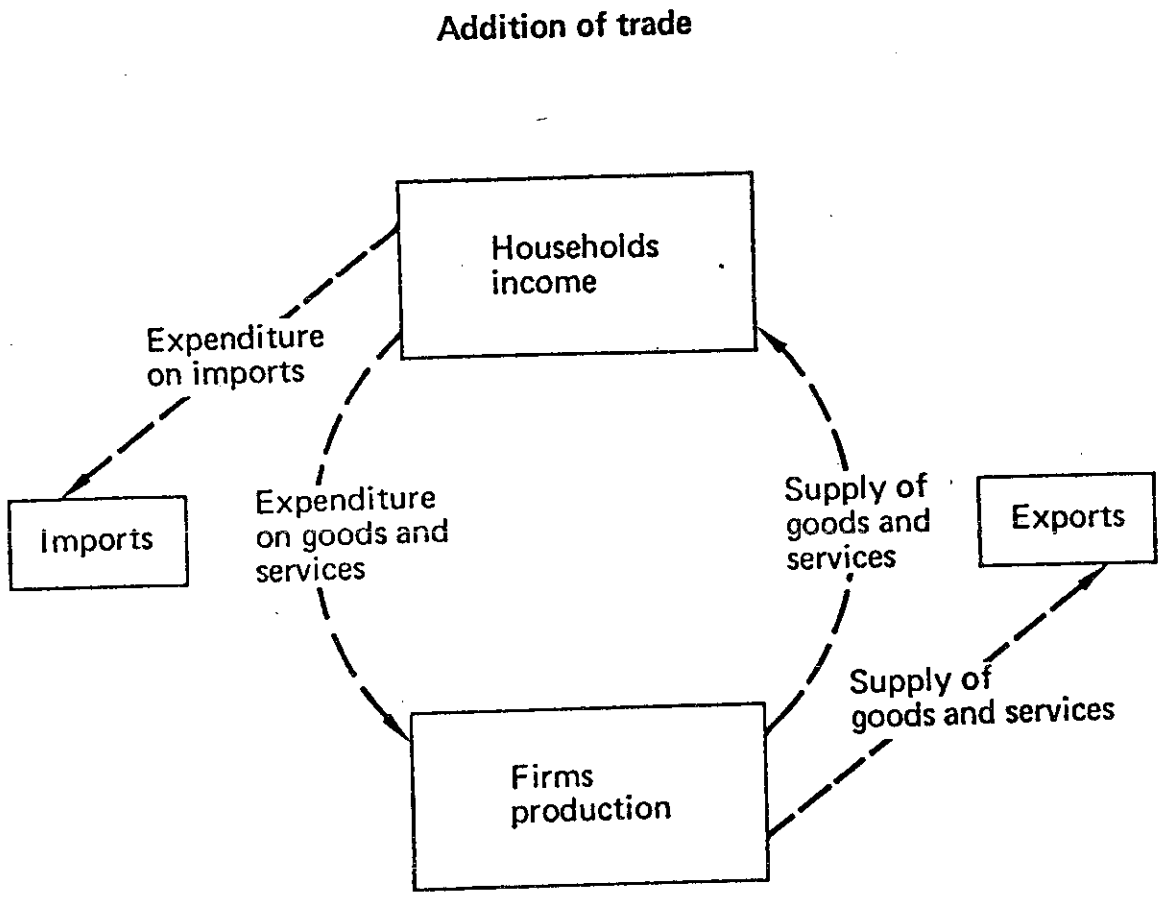


Fig. 12.4 Addition of Trade

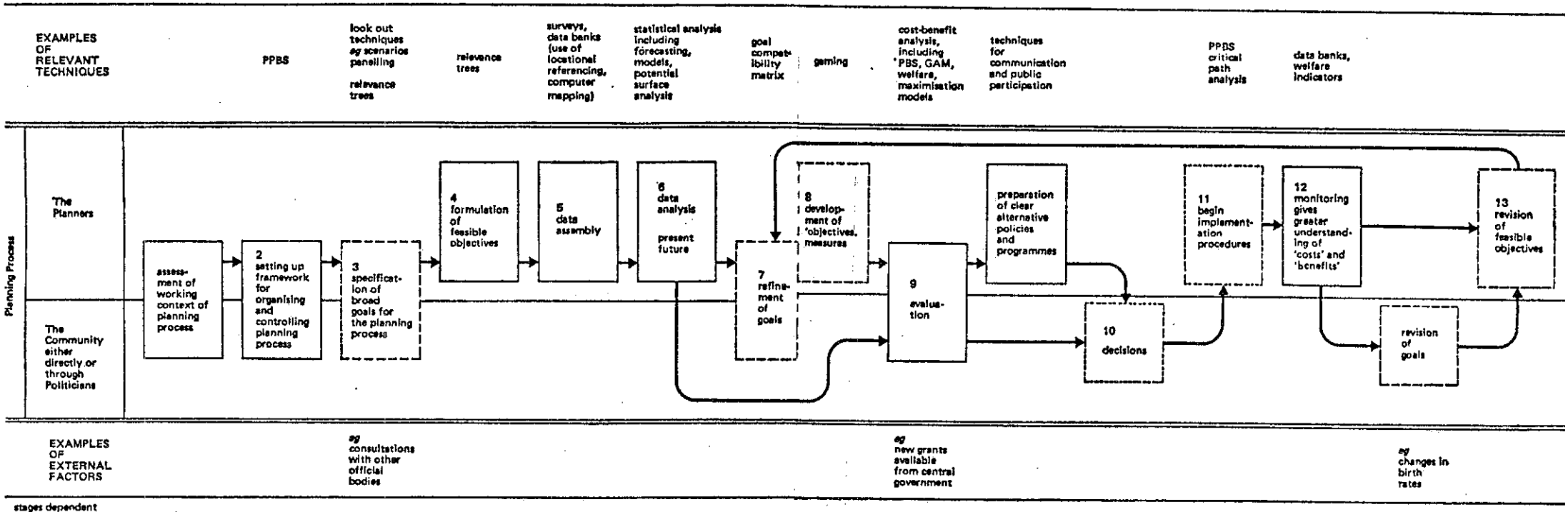
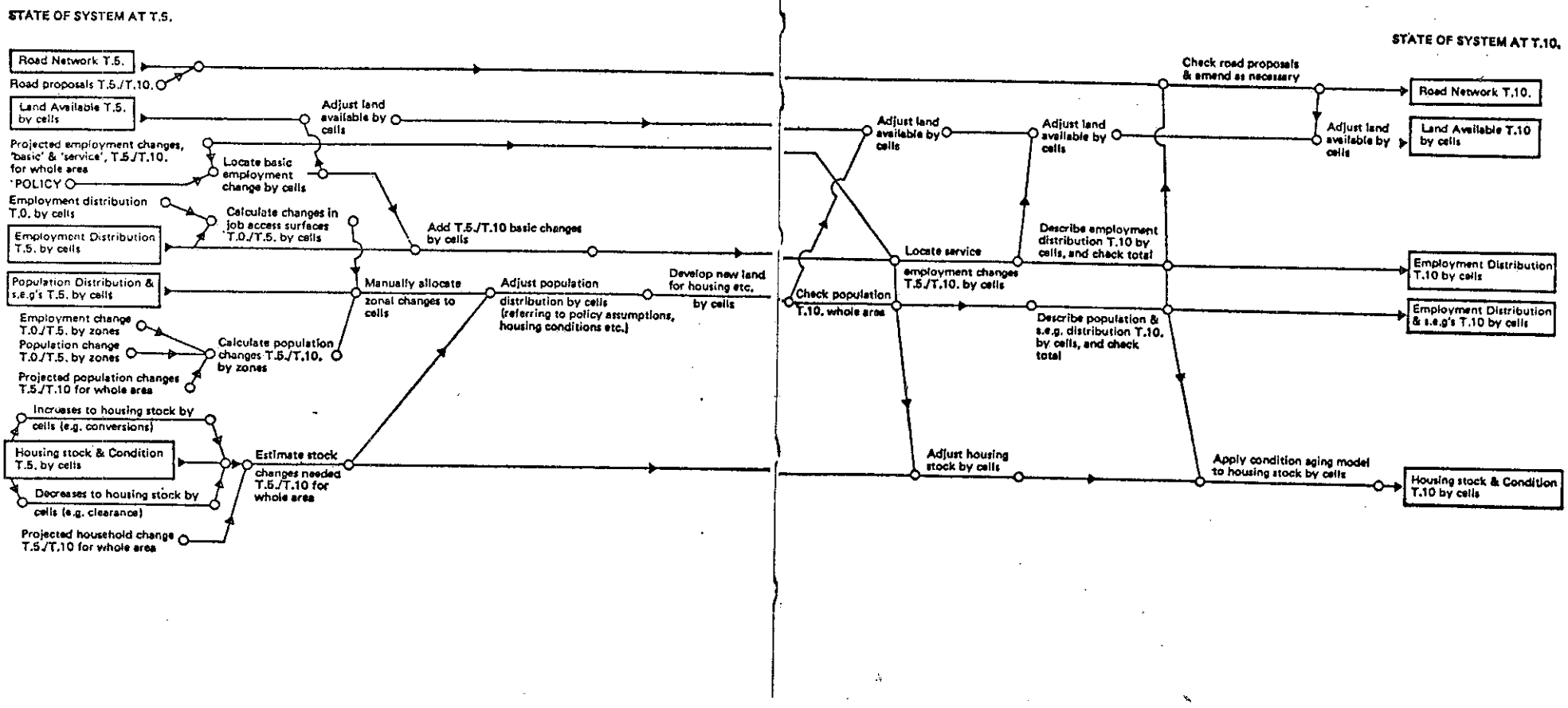


Fig. 2.5 A Comprehensive Sequence of Planning Activities—Together With Suggestions on Techniques


STATE OF SYSTEM AT T.5.
STATE OF SYSTEM AT T.10.
Road Network T.5.
Road proposals T.5./T.10.
Land Available T.5. by cells
Adjust land available by cells
Projected employment changes, 'basic' & 'service', T.5./T.10. for whole area
POLICY
Locate basic employment change by cells
Employment distribution T.0. by cells
Calculate changes in job access surfaces T.0./T.5. by cells
Employment Distribution T.5. by cells
Add T.5./T.10 basic changes by cells
Population Distribution & s.e.g's T.5. by cells
Manually allocate zonal changes to cells
Adjust population distribution by cells (referring to policy assumptions, housing conditions etc.)
Develop new land for housing etc. by cells
Employment change T.0./T.5. by zones
Population change T.0./T.5. by zones
Calculate population changes T.5./T.10. by zones
Projected population changes T.5./T.10 for whole area
Increases to housing stock by cells (e.g. conversions)
Housing stock & Condition T.5. by cells
Estimate stock changes needed T.5./T.10 for whole area
Decreases to housing stock by cells (e.g. clearance)
Projected household change T.5./T.10 for whole area
Check road proposals & amend as necessary
Road Network T.10.
Adjust land available by cells
Adjust land available by cells
Adjust land available by cells
Land Available T.10 by cells
Locate service employment changes T.5./T.10. by cells
Describe employment distribution T.10 by cells, and check total
Employment Distribution T.10 by cells
Check population T.10. whole area
Describe population & s.e.g. distribution T.10. by cells, and check total
Employment Distribution & s.e.g's T.10 by cells
Adjust housing stock by cells
Apply condition aging model to housing stock by cells
Housing stock & Condition T.10 by cells

Policy (action/decision, goal formulation, evaluation)

1 *Action*

implementation of (sub) plans	decision-taking

2 *Goals*

local groups	residents	workers	employers	shoppers

3 *Evaluation*

criteria ?	weight relating goals	derivation of goals	evaluation of alternative (sub) plans

Design

4 *Plan formulation*

decide (sub) plan structure	decide time horizon(s)	methods of contingency planning (treatment of uncertainty)	generation of alternative (sub) plans	system model manipulation

5 *Design techniques*

data requirements	system model requirements	imagination aids

6 *Problem formulation*

system malfunctions (misfits)

Understanding

7 *System models*

aggregate population	aggregate economic structure	residential	workplace	economic activity	infrastructure	social services

8 *Techniques*

system identification	principles of model design	eclectic selection of techniques by discipline	data	computers

Fig. 5.2 A Relevance Tree for Planning

SOURCE: Wilson, A.G., 'Models in urban planning: a synoptic review of recent literature', in *Urban Studies,* page 249, **5,** 3, November 1968.

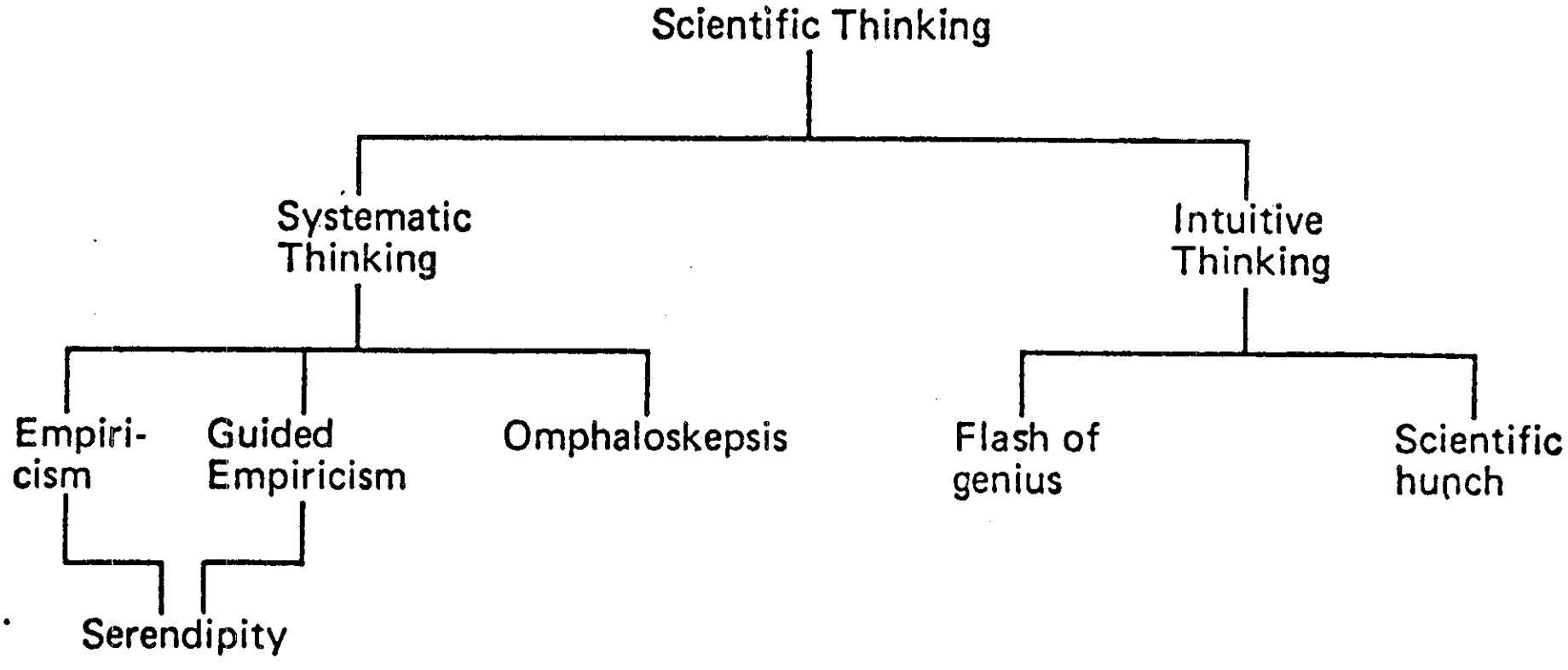
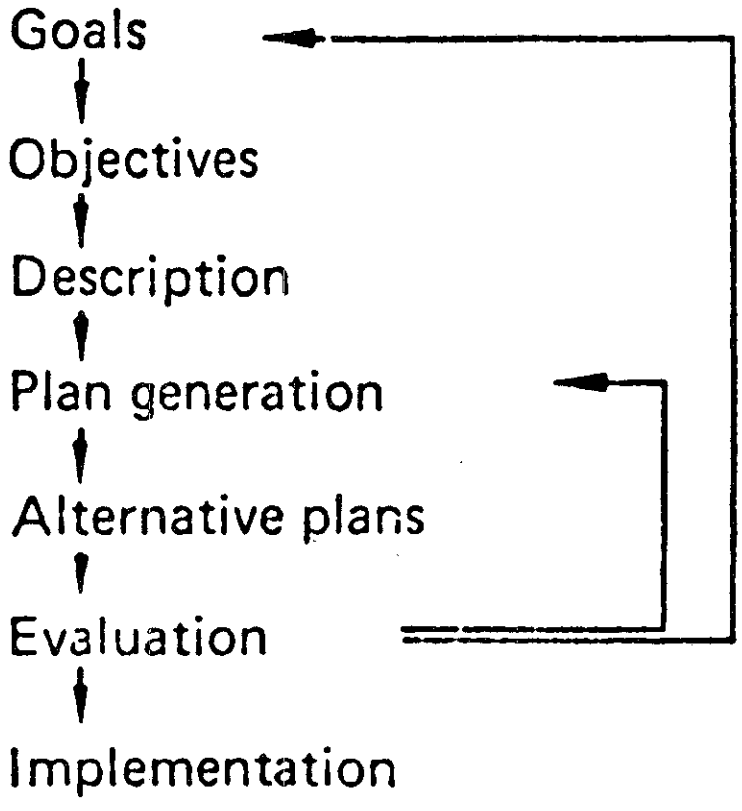
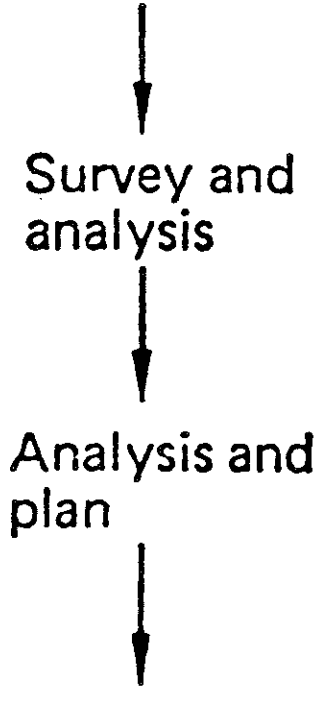


Fig. 3.2 Creative Thinking and Forecasting (after Jantsch)

SOURCE *Technological Forecasting in Perspective*, E. Jantsch, OECD, Paris (1967)


Goals
Objectives
Description
Plan generation
Alternative plans
Evaluation
Implementation


Survey and analysis
Analysis and plan

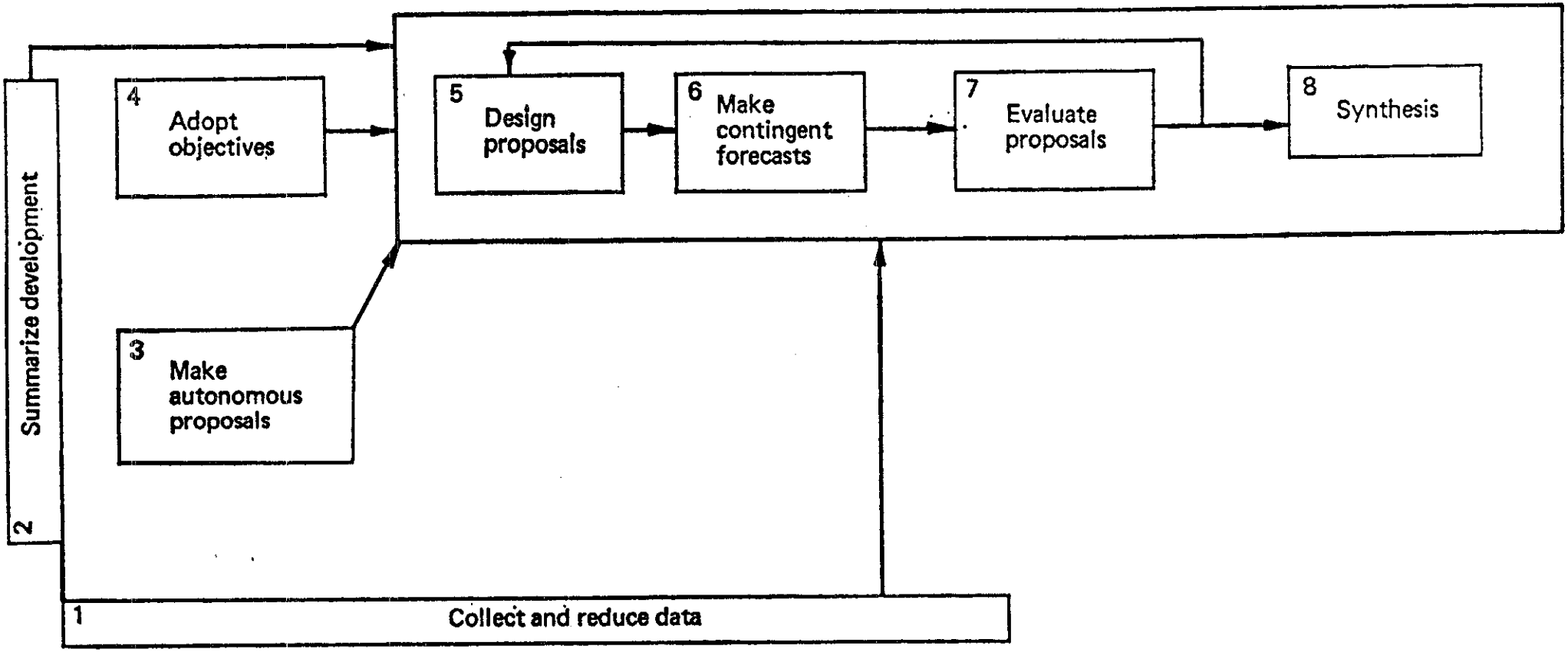


Fig. 2.1 The Metropolitan Plan Making Process (after Hansen)

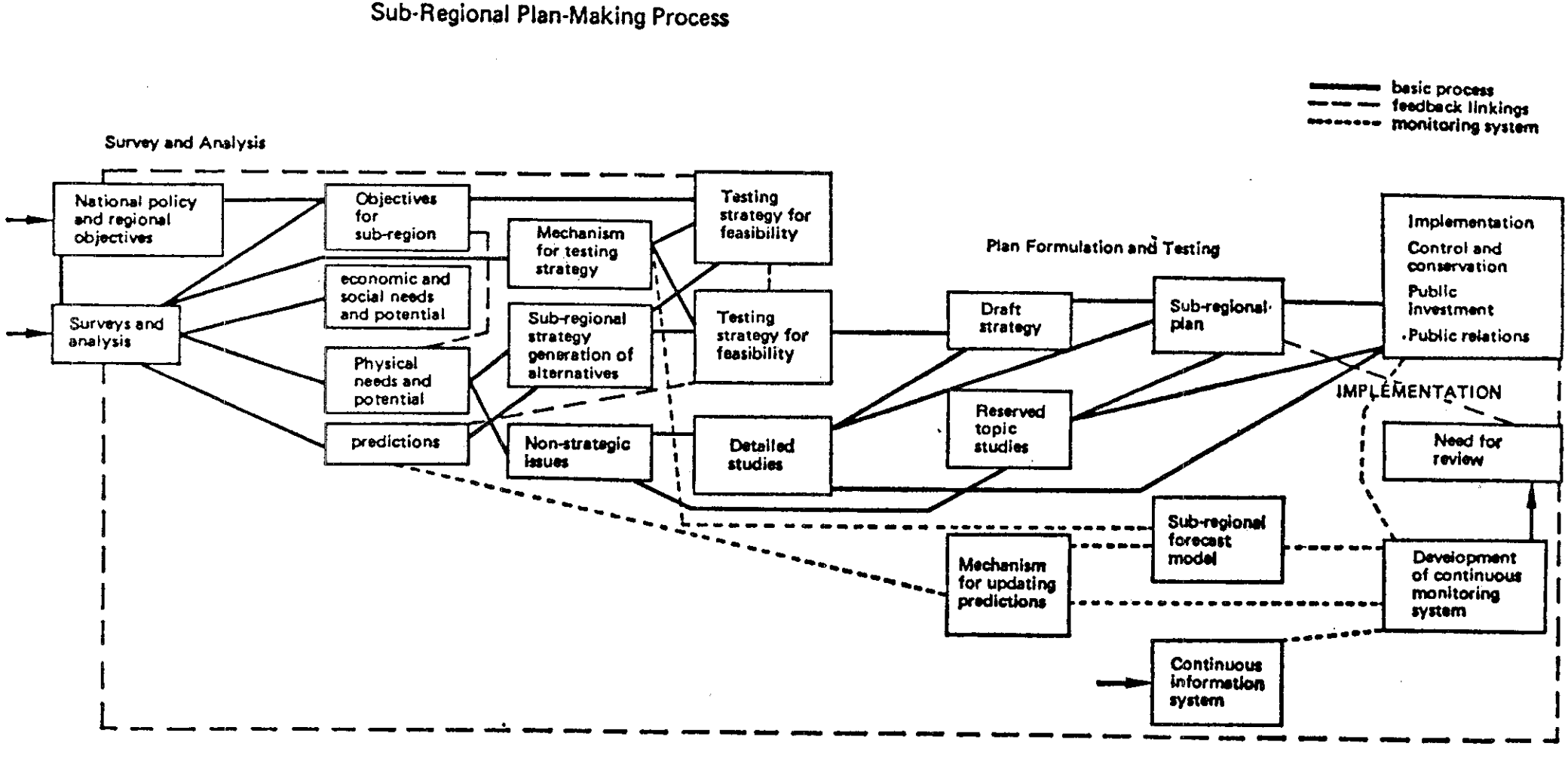


Fig. 2.2 The Notts/Derby Study Plan Making Process

Forecasting has two main branches:

Extrapolation from present situation

Scenario writing – logical sequence of events in order to show how, starting from present (or any other given situation) a further state may evolve step by step. Primarily not to predict future, but systematically to explore branching points dependent upon critical choices

Morphological (study of form) *Research* – orderly way of looking at things, to achieve a systematic perspective over all possible solutions of a given large-scale problem

Long-Range Forecasting using *Simulation Models* and *Future Models* whose basis may be one or combinations of Extrapolative, Goal seeking, Synthetic, Morphological, Intuitive or Theoretical

Delphi Technique – whereby a group of experts is asked to predict on certain aspects of human knowledge. Their resultant predictions are then sent to other members of the panel, who are asked to revise their own predictions. This can happen several times

Trend Extrapolation including *Envelope Curve Extrapolation* which permits forecasting of characteristics of future breakthroughs even before the possibilities of technical realization become visible. But beware high degree of uncertainty in parameters to be chosen and interpretation of empirical trends

Normative – working back from future hypotheses

Normative Relevance Tree Technique – start from goals and objectives. 'Branches' – alternatives – are traced to a number of tips which represent deficiencies in existing state of science and technology

Systems Analysis

Feedback Schemes – to anticipate and evaluate 'possible futures'

Trend Extrapolation is a purely exploratory approach which works well only with pace setting data. It can be expected to become less accurate the more developments over time are influenced by normative thinking, and the more they depend on complex interactions

the above approaches come under the umbrellas of *Organisation Theory* (with its sub-branch of *Game Theory*) and *Epistemology* – branch of metaphysics dealing with nature and validity of knowledge

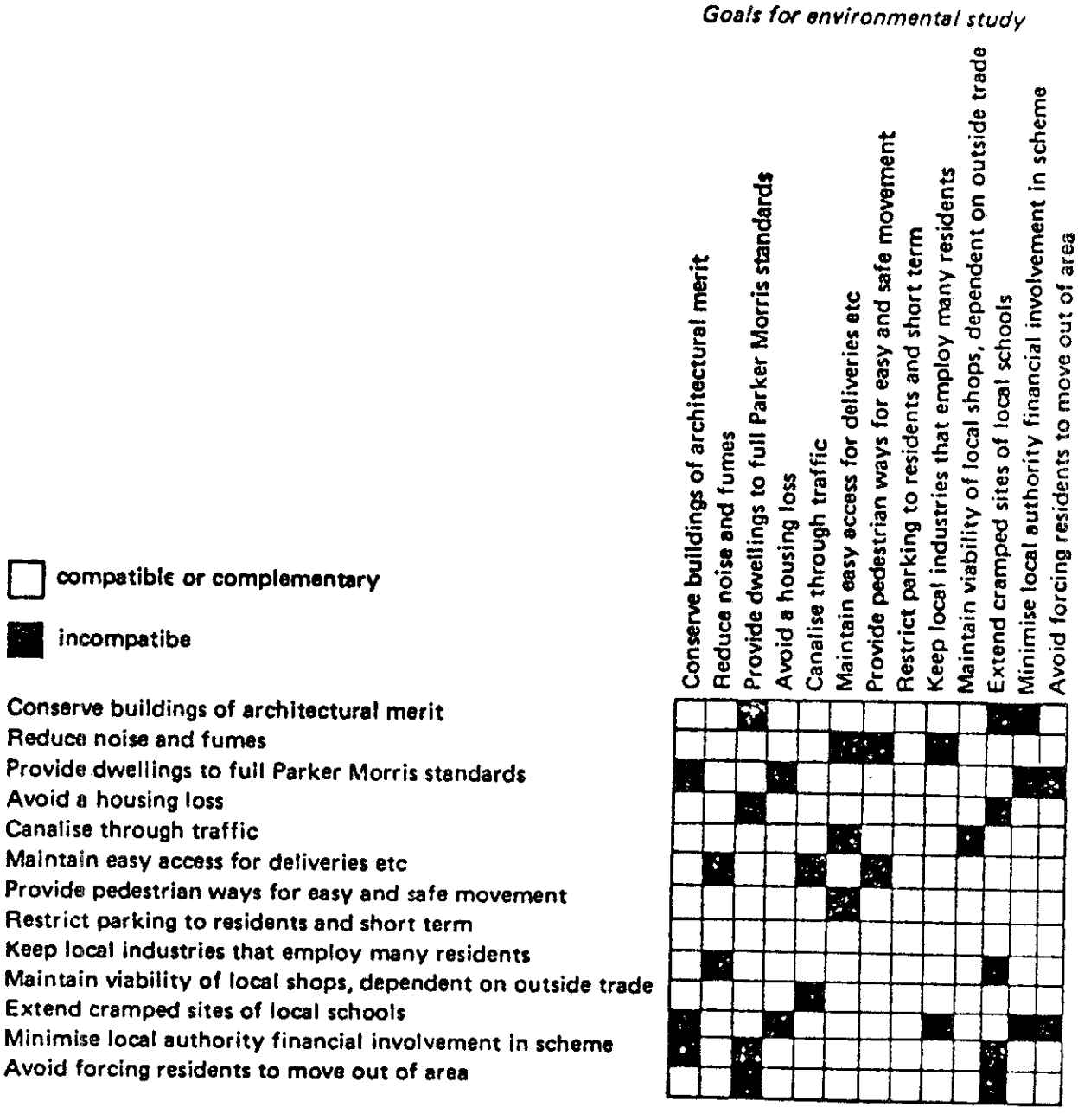


Fig. 2.6 Goal Compatibility/Conflict matrix

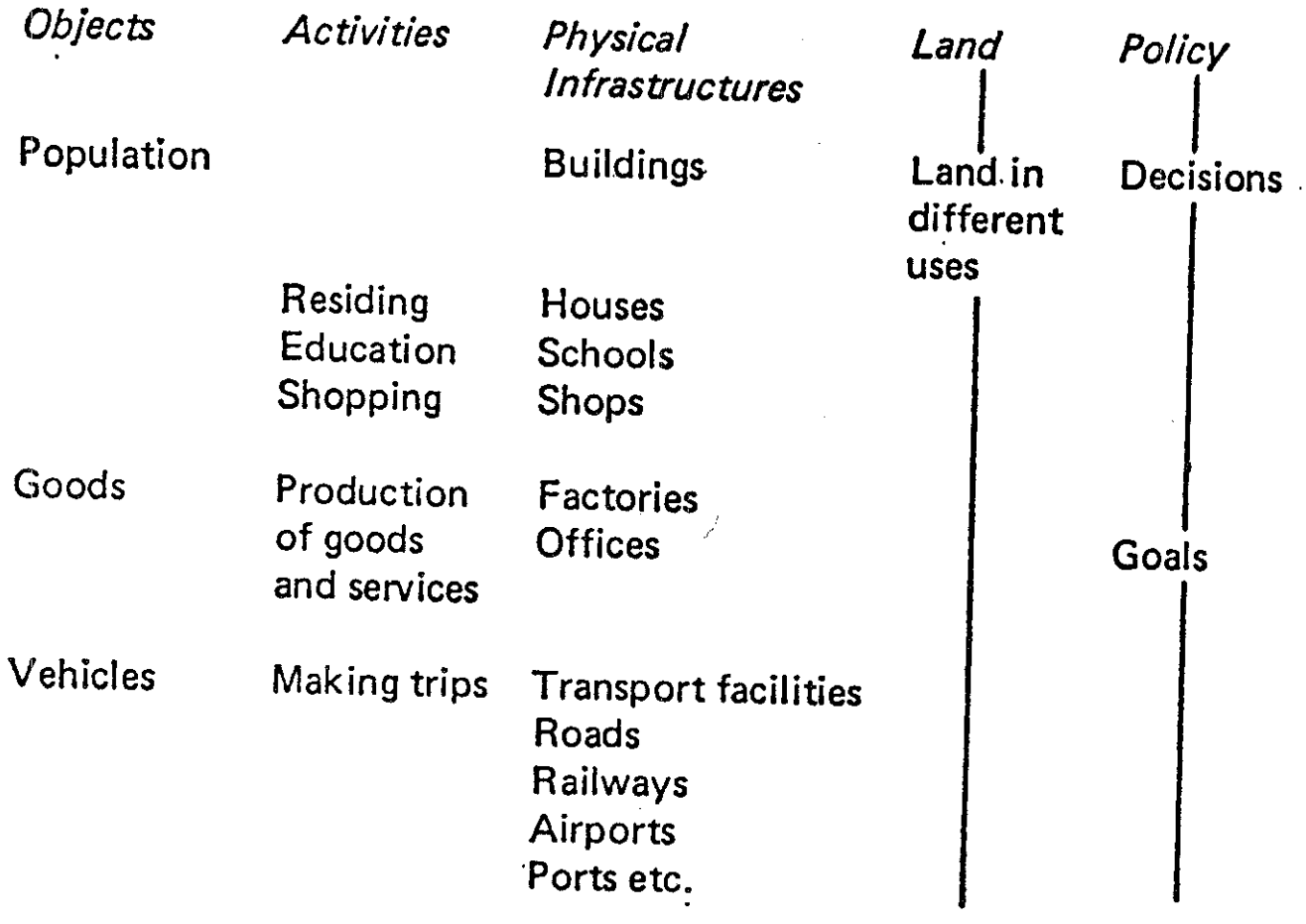


Fig. 2.3 Basic Entities For Planning System (after Chapin)

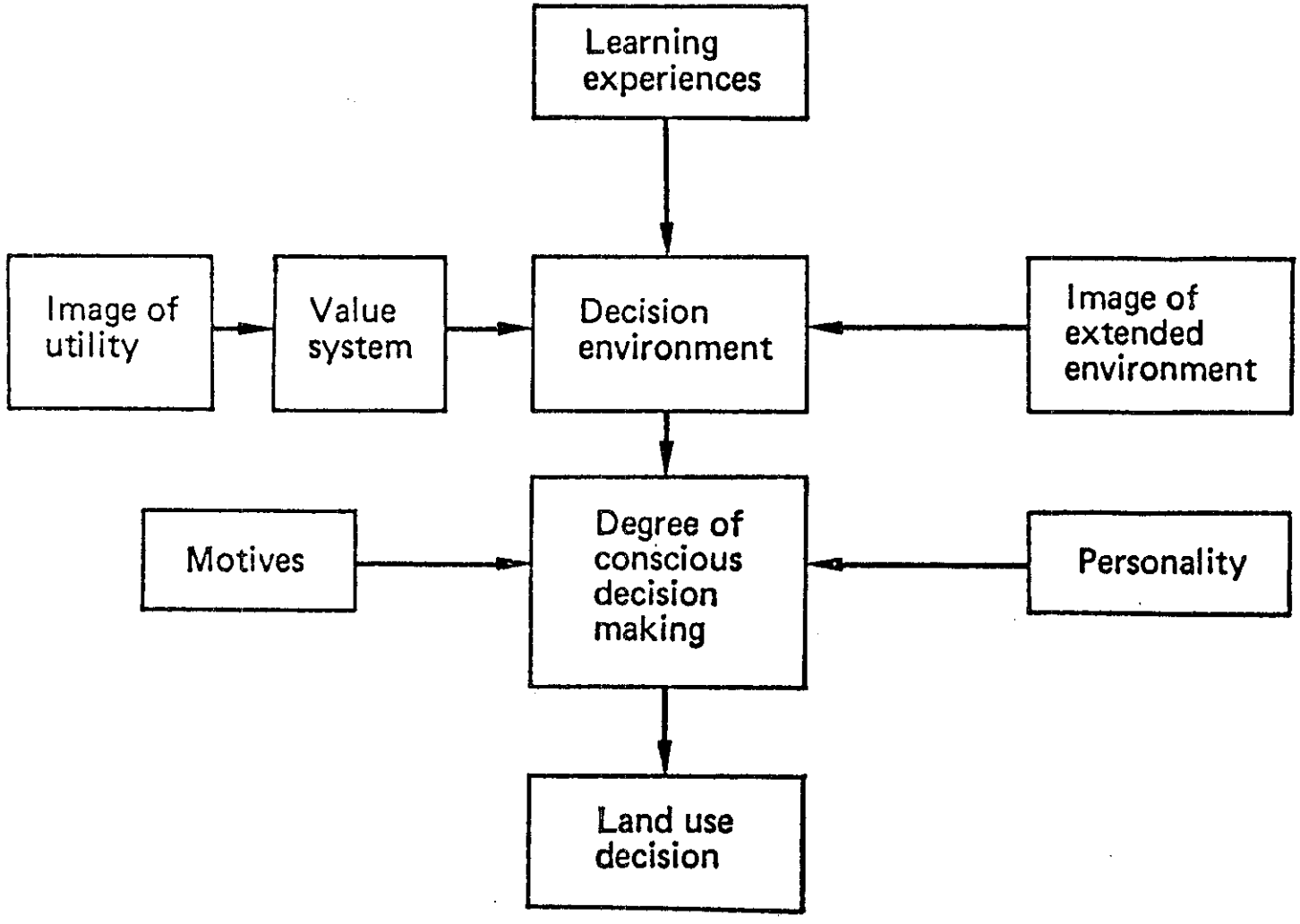
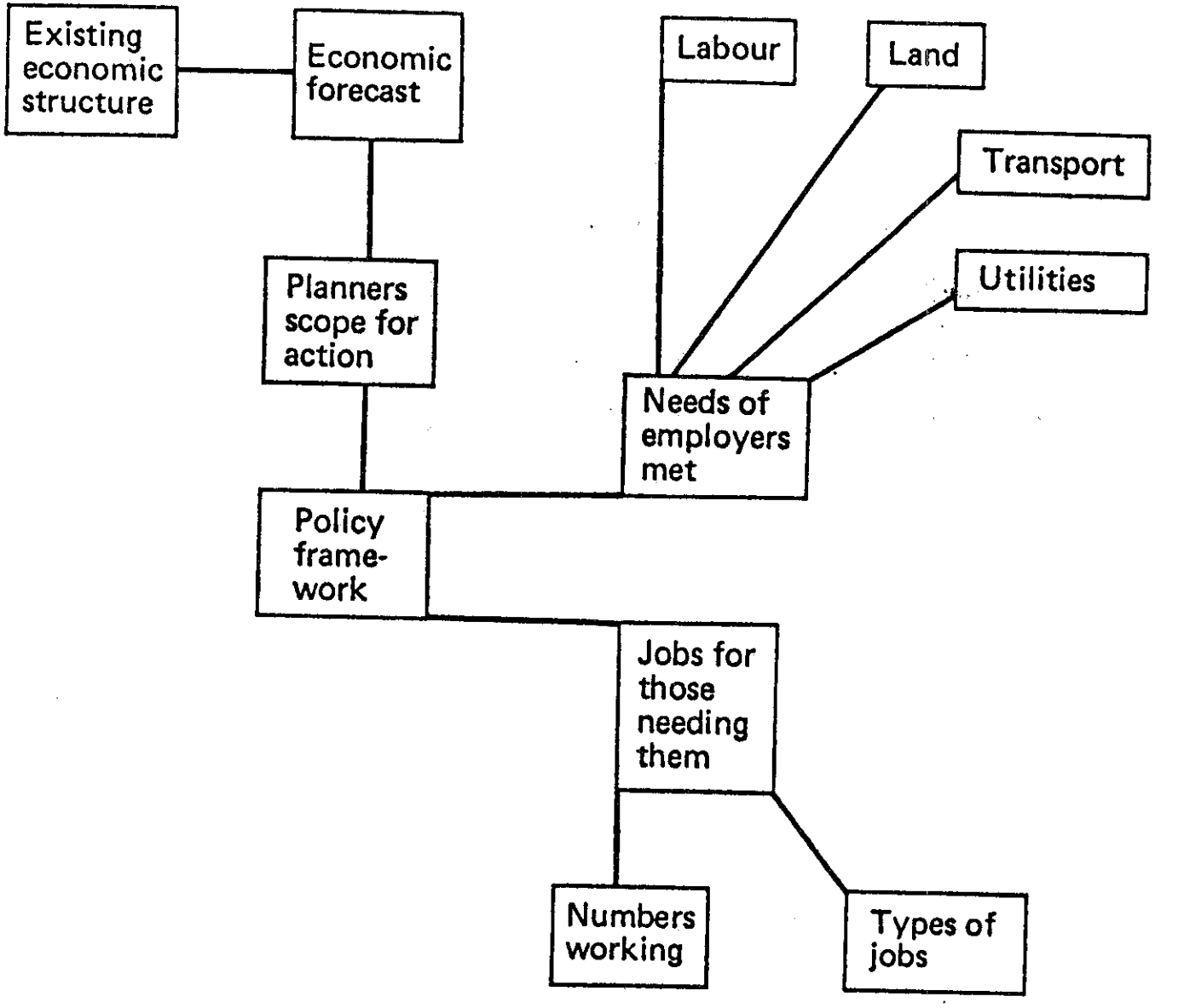
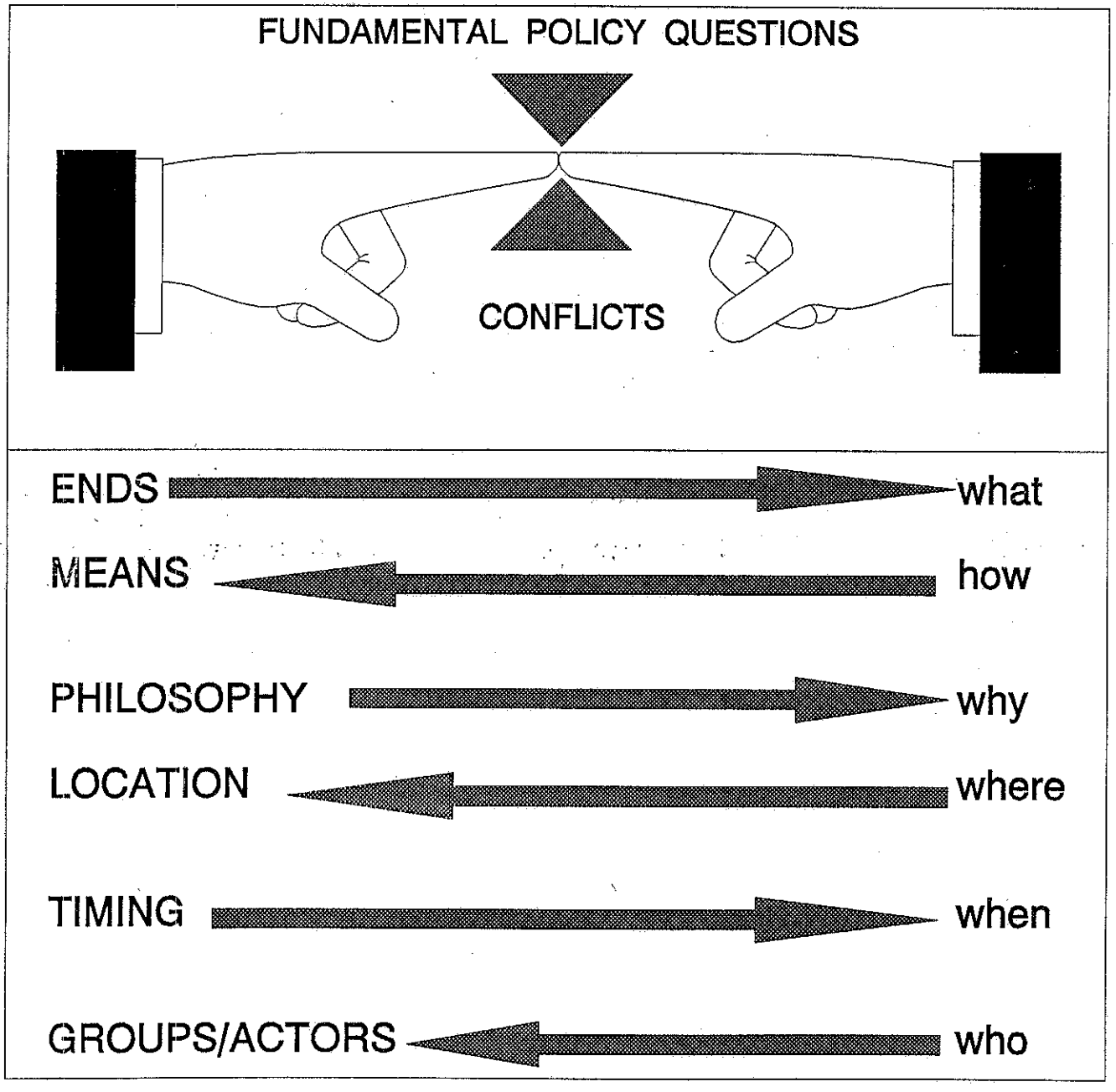


Fig. 3.1 Simplified View of an Individual's General Decision Making Framework (after Found)

SOURCE *A Theoretical Approach to Rural Land Use Patterns*, W. C. Found, Edward Arnold, London (1971)

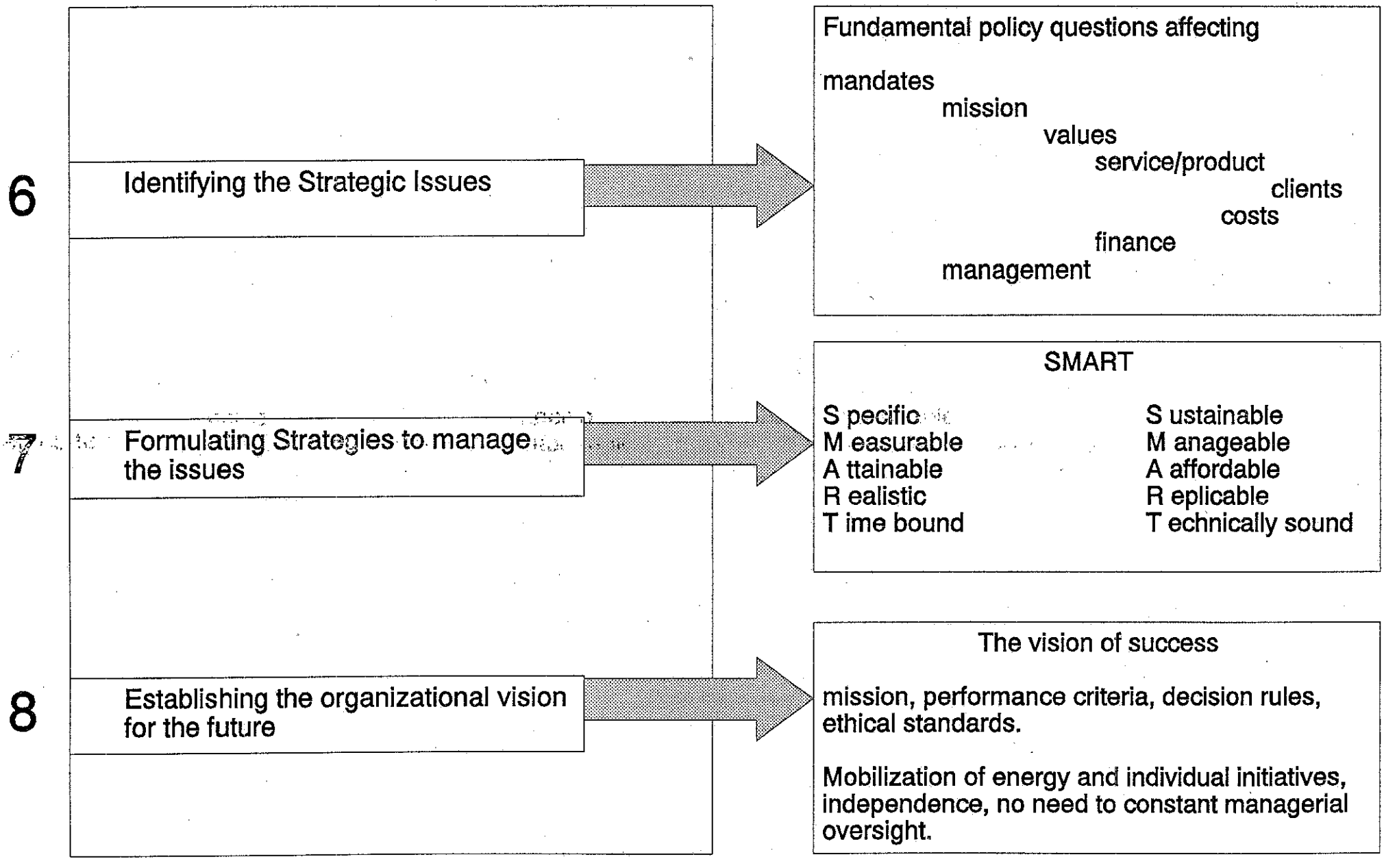

Existing economic structure
Economic forecast
Planners scope for action
Policy frame-work
Labour
Land
Transport
Utilities
Needs of employers met
Jobs for those needing them
Numbers working
Types of jobs

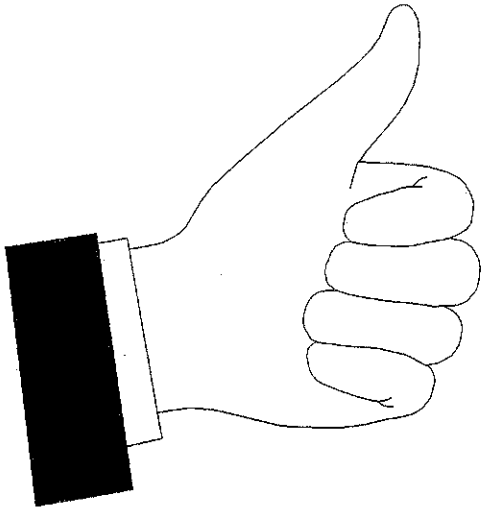
iDENTIFYING THE STRATEGIC ISSUES



THE EIGHT STEPS OF STRATEGIC THINKING AND ACTING

by J. M. Bryson





STRATEGIC PLANNING helps and organization to:

Steiner, 1979; Barry, 1986; Bryson, Freeman, Roering, 1986; Bryson, Van de Ven, and Roering, 1987; Bryson, 1988.

Think strategically and develop effective strategies

Clarify future direction

Establish priorities

Make today's decisions in light of their future consequences

Develop a coherent and defensible basis for decision making

Exercise maximum discretion in the areas under organizational control

Make decisions across levels and functions

Solve major organizational problems

Improve organizational performance

Deal effectively with rapidly changing circumstances

Build teamwork and expertise

FIGURE 1 Planning Under Pressure: A View of the Realities

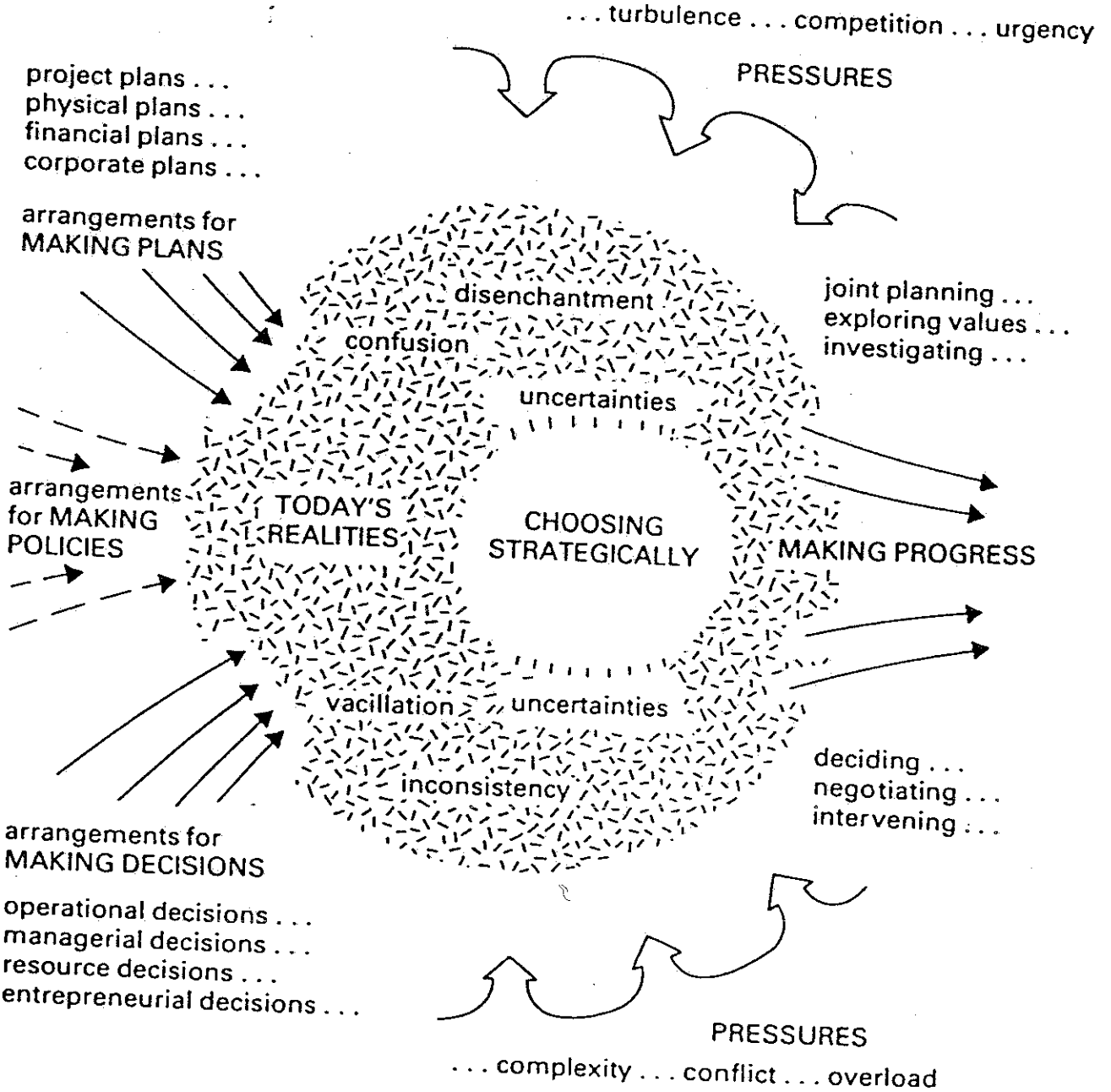


FIGURE 2

Judgements of Balance in Strategic Choice

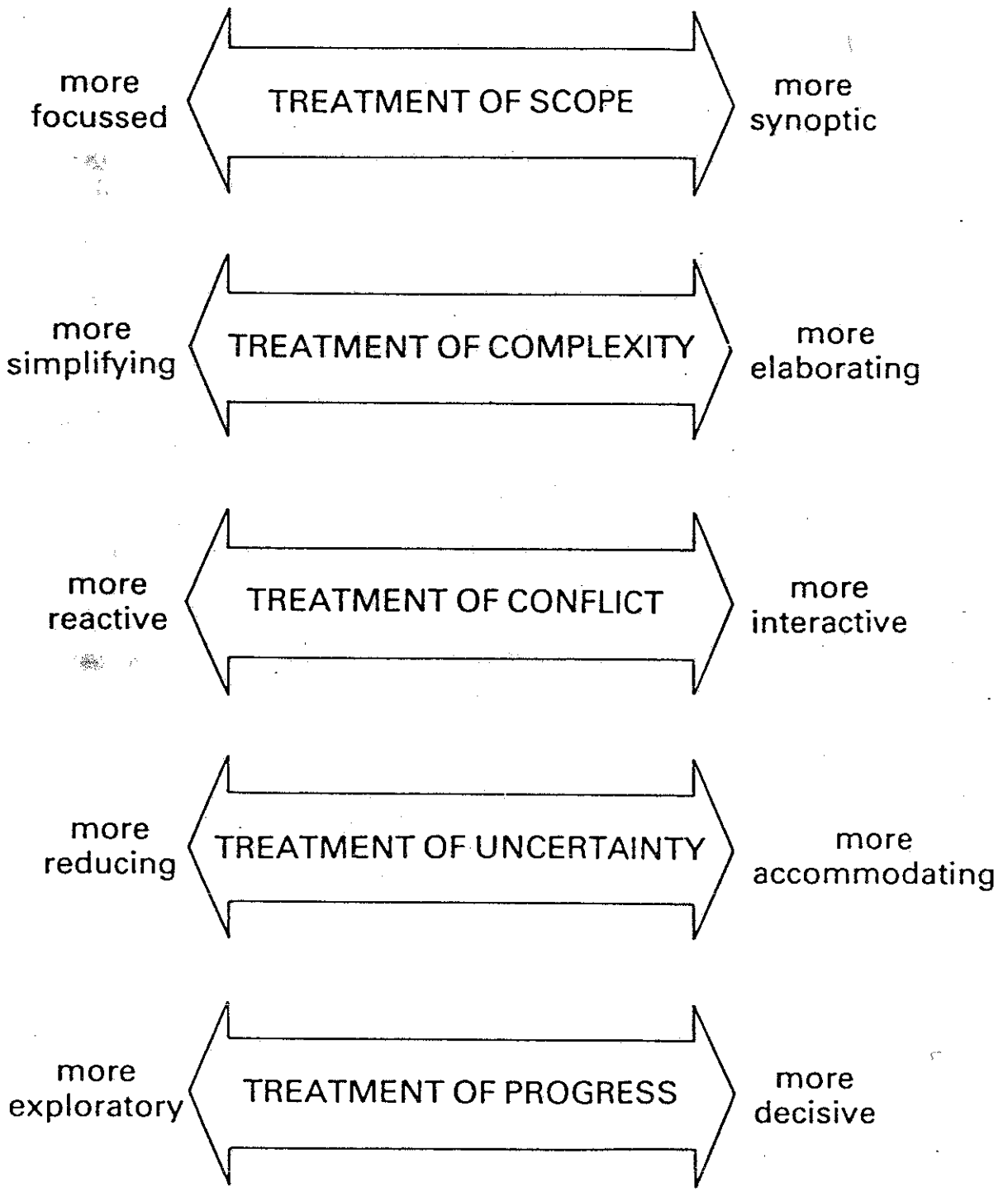


FIGURE 3

Three Types of Uncertainty in Decision-Making

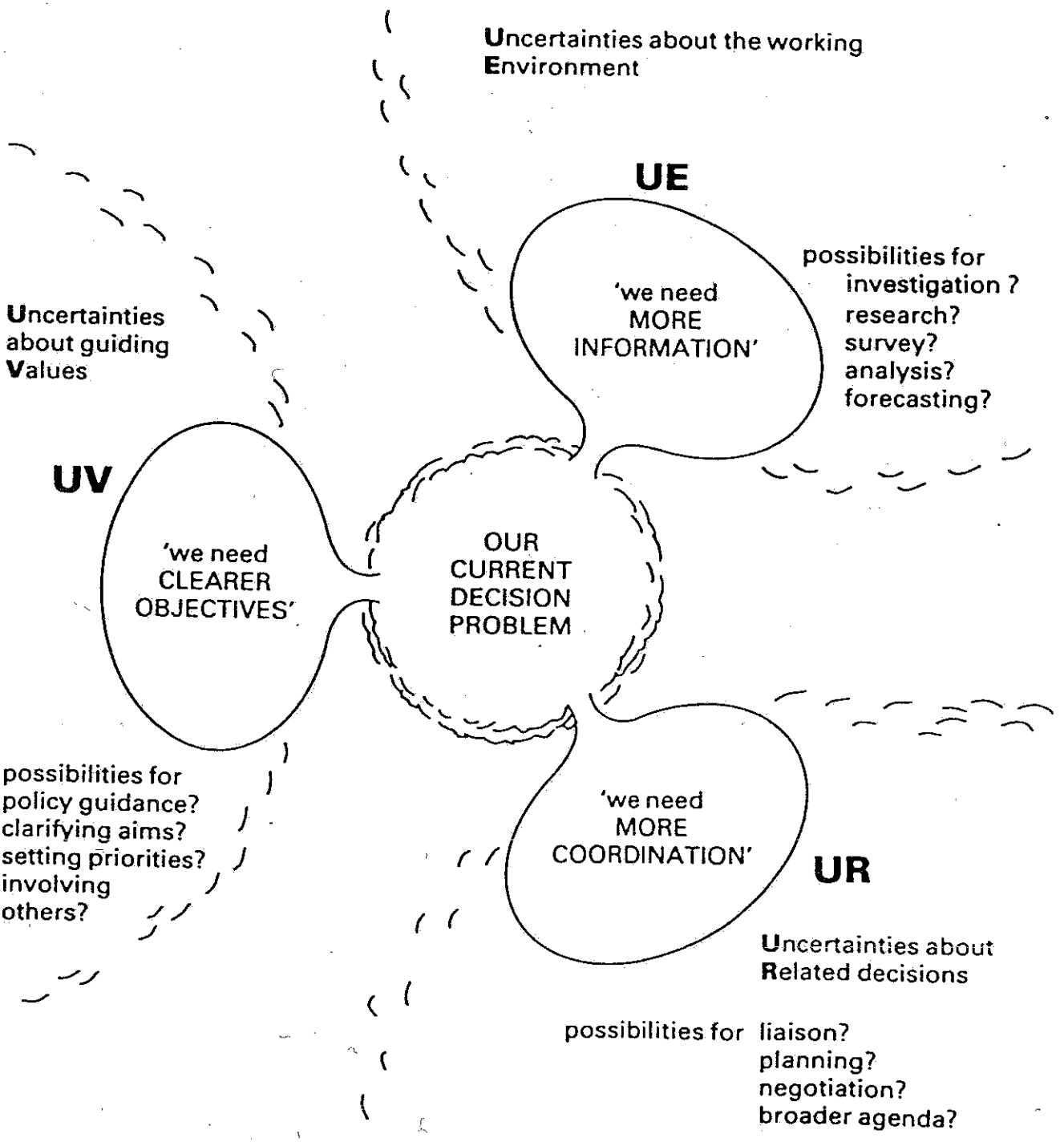


FIGURE 4 Opportunities for Managing Uncertainty through Time

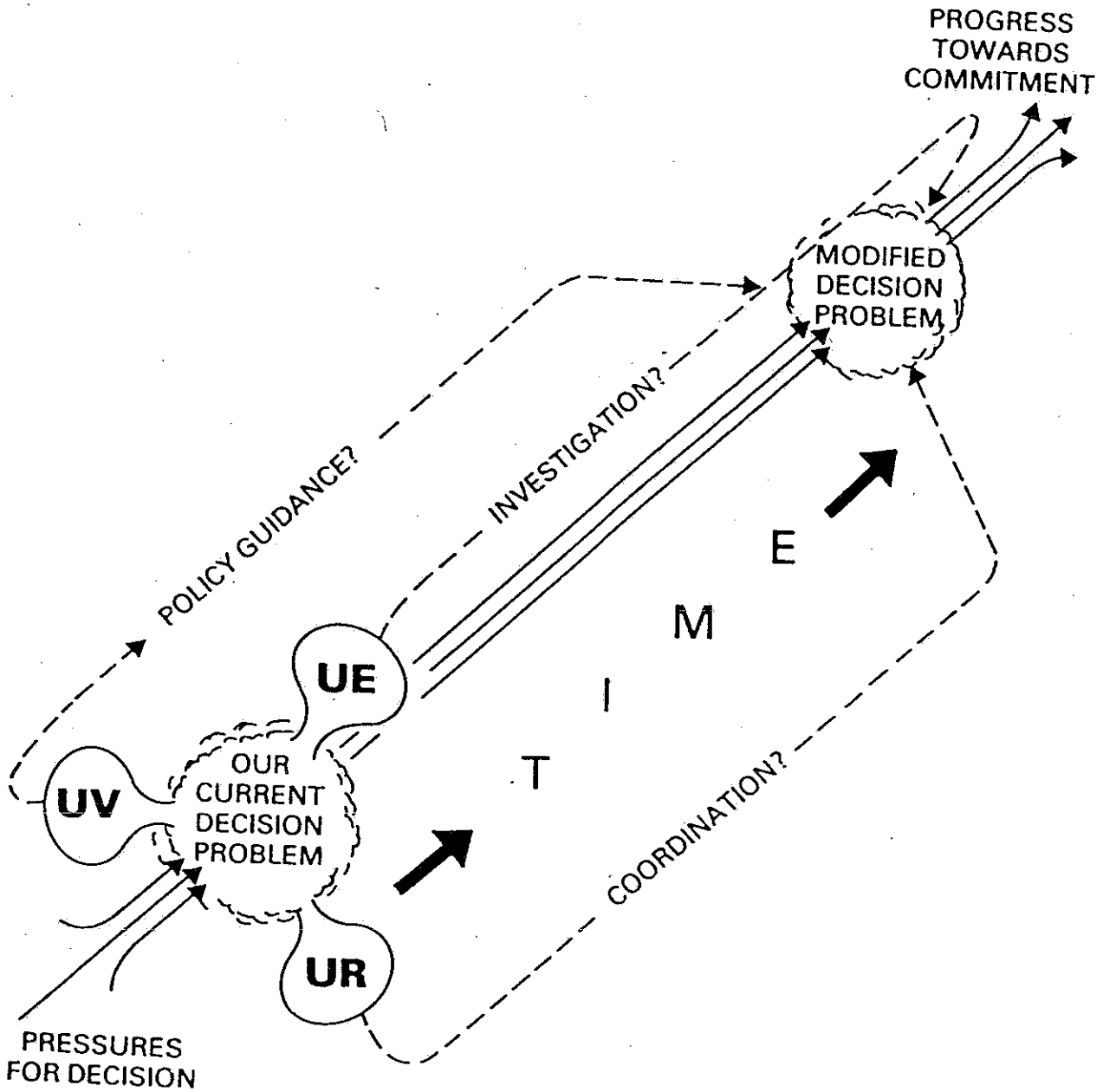


FIGURE 5

Extending the Problem Focus

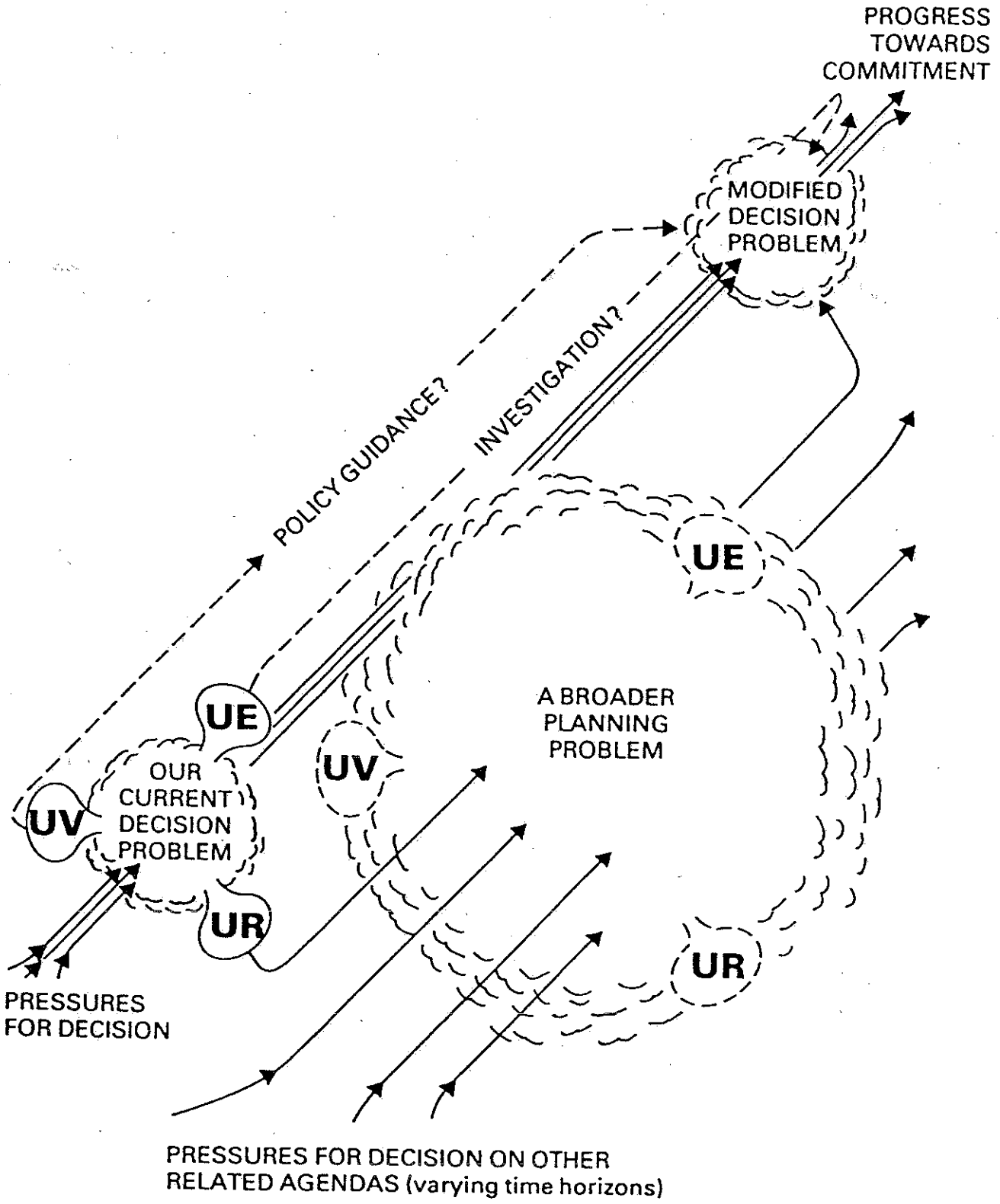
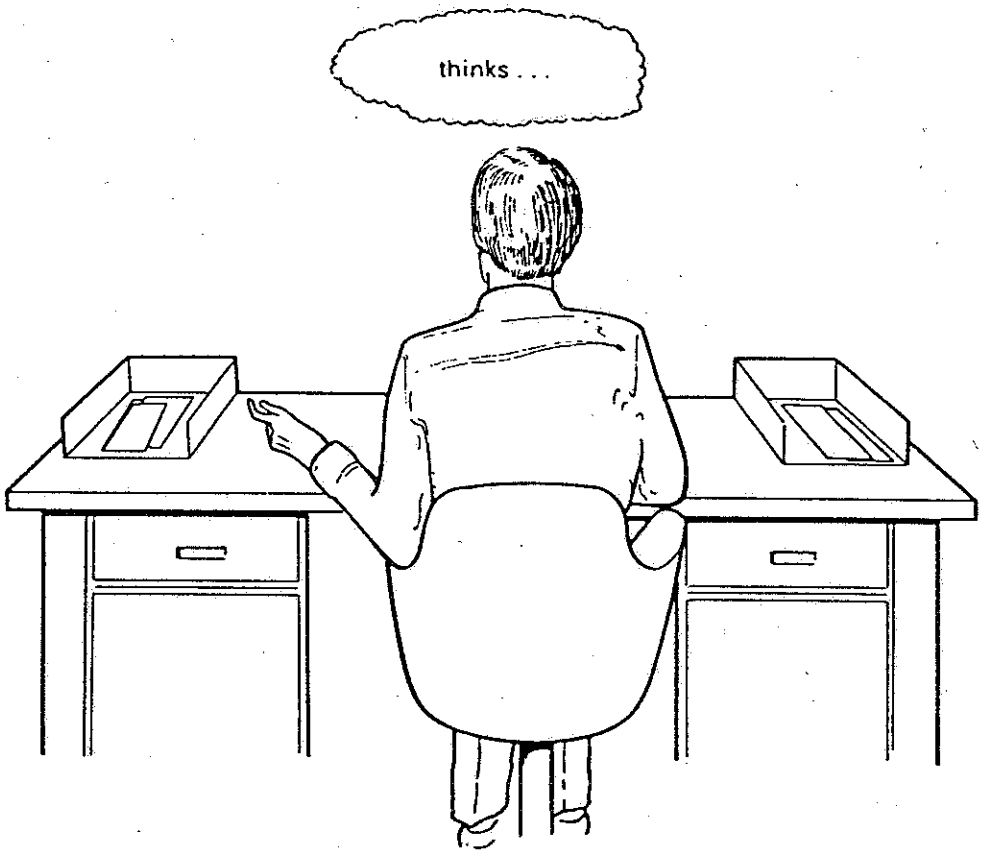
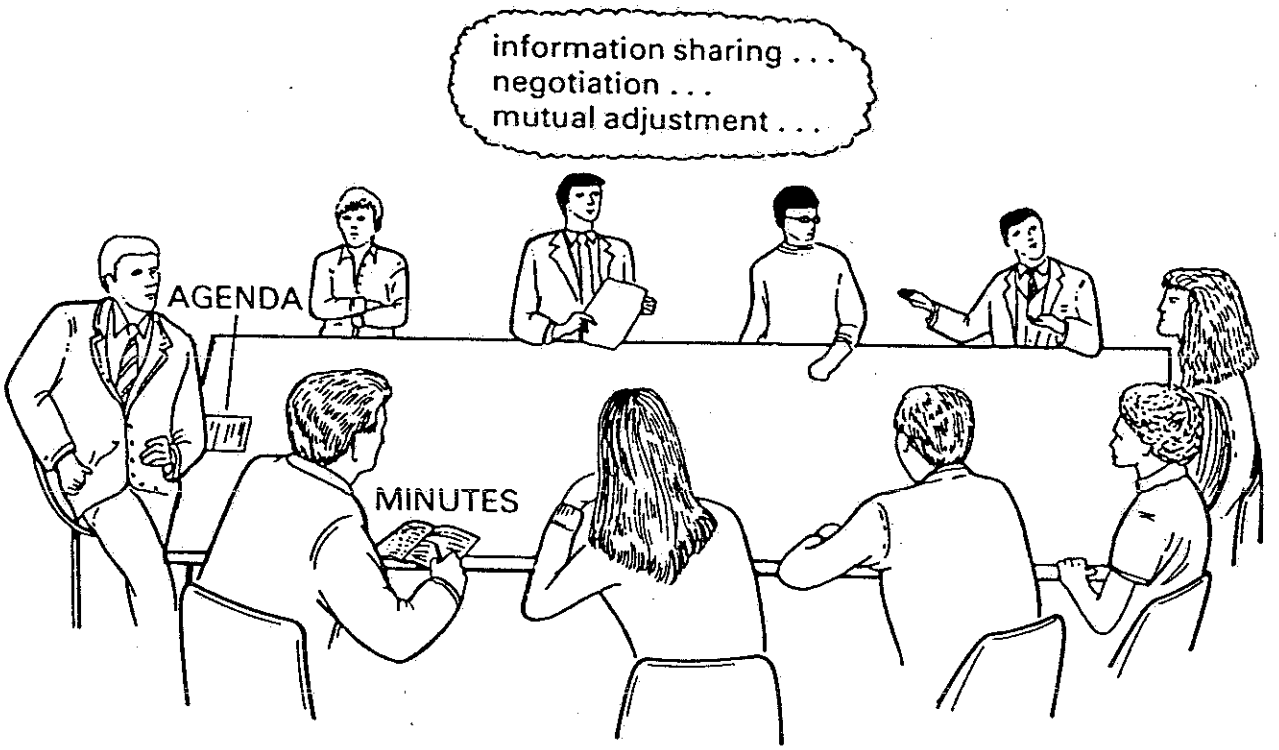


FIGURE 6

Two Contexts for Sequential Decision-Making





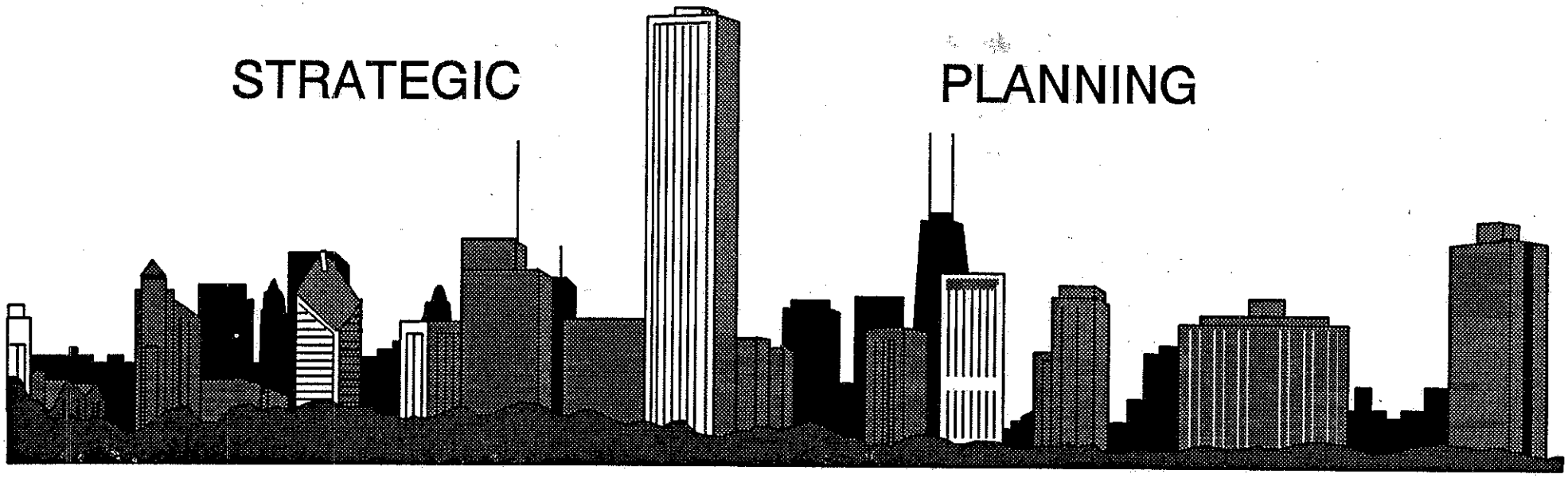
UNCERTAINTY & UMBIGUITY

Demographic changes
Shifts in values and standards
Privatization of public services
Reshaping the State
Decreasing central Gov. responsibilities
Deregulation
Decentralization
Financial constraints
Volatile economy
Globalization

CHANGES ANYWHERE → CHANGES ELSEWHERE

definition

STRATEGIC PLANNING



Disciplined Effort

Fundamental ACTIONS
DECISIONS

SHAPE & GUIDE

INFORMATION
&
KNOWLEDGE

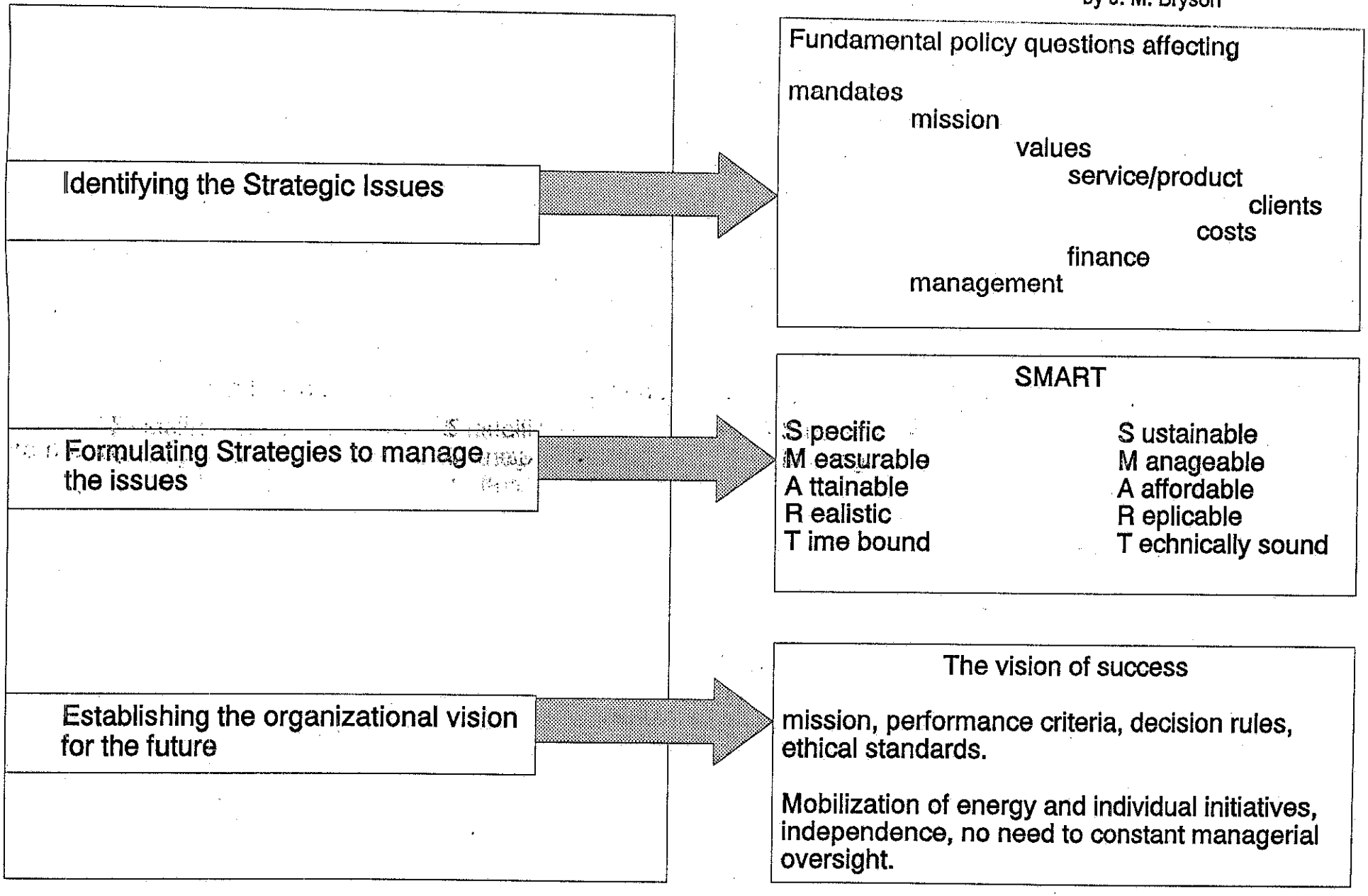
Emphasis on future
implications of present
decisions = SCENARIOS

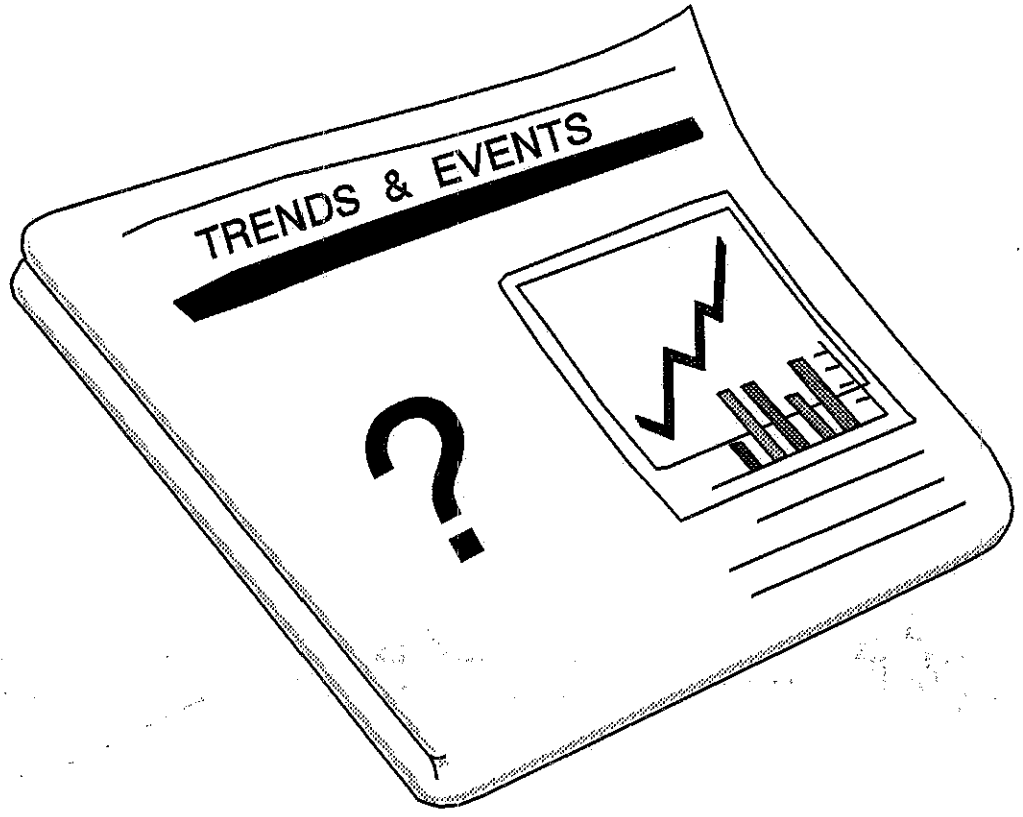
ORGANIZATIONS

what it is !
what it does !
why it does !

THE EIGHT STEPS OF STRATEGIC THINKING AND ACTING

by J. M. Bryson





UNCERTAINTY & UMBIGUITY

Demographic changes
Shifts in values and standards
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CHANGES ANYWHERE → CHANGES ELSEWHERE

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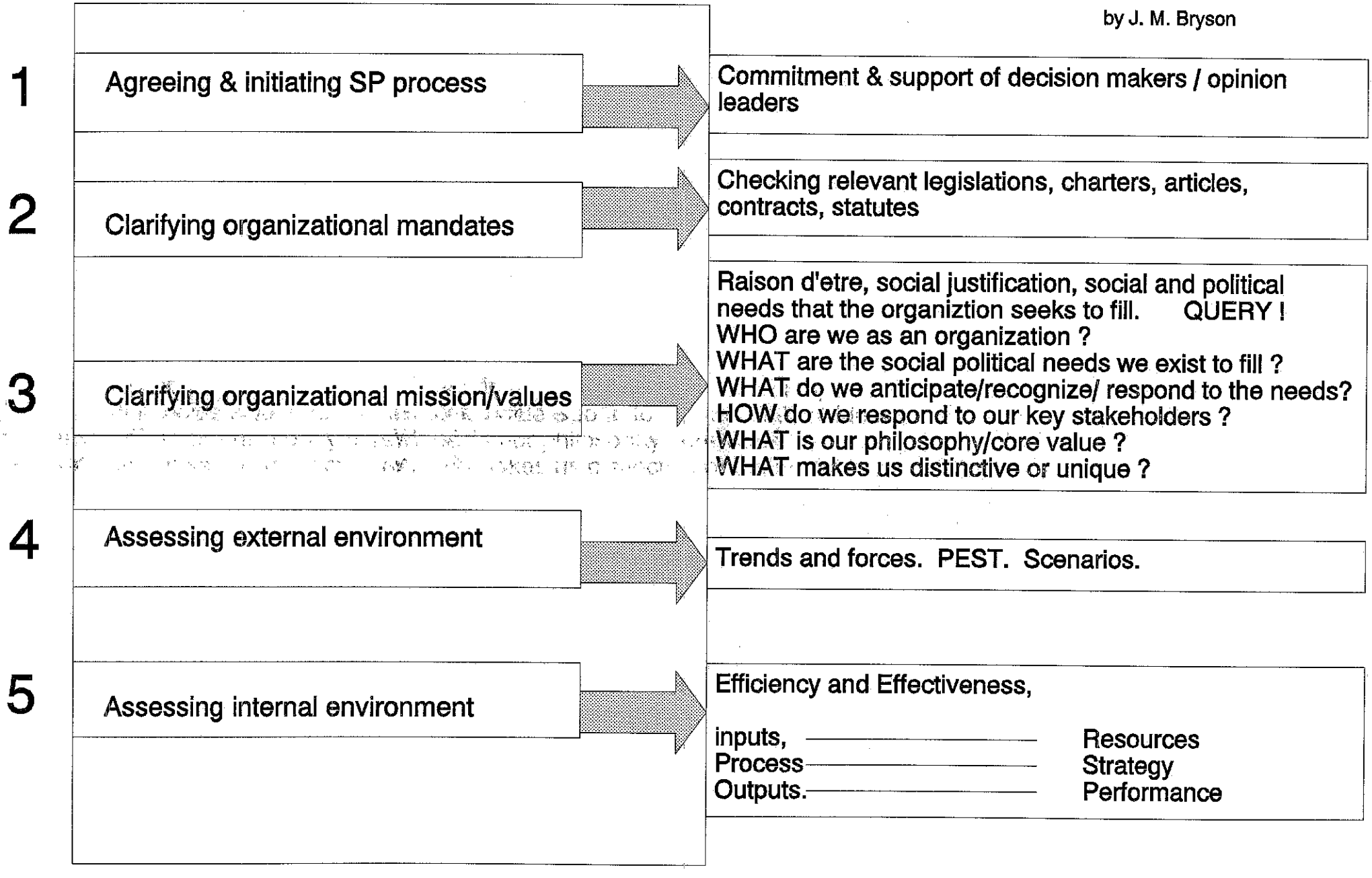
by J. M. Bryson