Rekomendacijos ir tarptautinė praktika

Koncepcijos metodikos priedas Nr. 1

Lietuvos Respublikos teritorijos bendrasis planas

Document type:	Report
Title:	Methodological Assistance in the Preparation of the Concept for the Comprehensive Plan of the Republic of Lithuania.
Due date:	2018/12/27
Intellectual ownership:	© AIT Austrian Institute of Technology
Lead author(s):	Daiva Jakutyte-Walangitang Nikolas Neubert

TABLE OF CONTENTS

METHODOLOGICAL ASSISTANCE IN PREPARATION OF THE CONCEPT FOR THE COMPREHENSIVE PLAN OF THE REPUBLIC OF LITHUANIA

1. RECORDING – WORKSHOP PROCESS AND KEY OUTCOMES

1.1 SCOPE, OBJECTIVES AND THE CONTENT

AIT team has been assigned with the task to assist the Lithuanian Comprehensive Plan Development team by providing methodological support and conducting one Workshop dedicated to information transfer and joint working sessions on:

- Leading European approaches and examples in developing comparable national spatial planning and development documents, outlining key principles and specific strengths that each National approach contains;
- Most robust pathways and approaches in the assembling of fundamental national values and ambitions, including the summoning of a powerful National Vision;
- Guiding principles and essential steps in the process of Comprehensive Plan Development

AIT team has prepared and facilitated the Workshop in Vilnius, which took place on December 11th, 2018.

This report contains the key information conveyed and jointly acquired during the Workshop. In addition to the given report, following attachments are being provided:

1. Presentation, which was shared by the AIT Team during Workshop.
2. Two documents, outlining relevant information on the European National Spatial Planning.
3. Photo-protocol of the Workshop.

1.2 FRAMING, WORKSHOP SETTING, GOALS AND OUTLINE

Workshop participants:

Members of the Lithuanian Comprehensive Plan Development Team:

1. Kristina Gaučė
2. Linas Naujokaitis
3. Alicija Grigūnienė
4. Giedrė Ratkutė - Skačkauskienė
5. Darijus Veteikis
6. Eugenijus Kaminskas
7. Žilvinas Šilėnas
8. Martynas Tininis
9. Inga Valuntienė
10. Rokas Žakaitis
11. Julius Skačkauskas
12. Rūta Skripkienė
13. Marija Frolova

Partial Workshop attendance by the members of the Ministry of the Environment:

1. Donatas Baltrušaitis
2. Elena Archipovaitė

Austrian Institute of Technology Team - Workshop facilitators:

1. Nikolas Neubert
2. Daiva Jakutytė-Walangitang

Goals and Non-Goals

Goals for the Workshop:

1. Gaining clarity on the key characteristics of the Vision, Ambition and Values and their inter-relation.
2. Defining the connection and relation between the Comprehensive Development Plan and Analysis Outcomes (SWOT).
3. Presenting and understanding the key features and approaches of the European Best Practice Examples.
4. Linking the benefits of European Best Practice to Lithuanian Comprehensive Plan Development.
5. Achieving the joint understanding and agreement on the key elements, sequence and steps of the development process.
6. Touching on the key methods and approaches.

Non-Goals for the Workshop:

1. Detailed content discussion
2. Getting 'stuck' in problems…

Workshop Agenda and Outline

Morning	**10:00 – 13:00**
	✓ **Setting the Frame – Values, Ambition and Vision** ✓ **SWOT (Strengths, Weaknesses, Opportunities, Threats – Tree)** ✓ **European Best Practice Presentation**
Lunch	
Afternoon	**14:00 – 17:00**
	✓ **Focus on the development process** ✓ **Key elements** ✓ **Steps and sequence for the development of the Comprehensive Plan** ✓ **Closing**

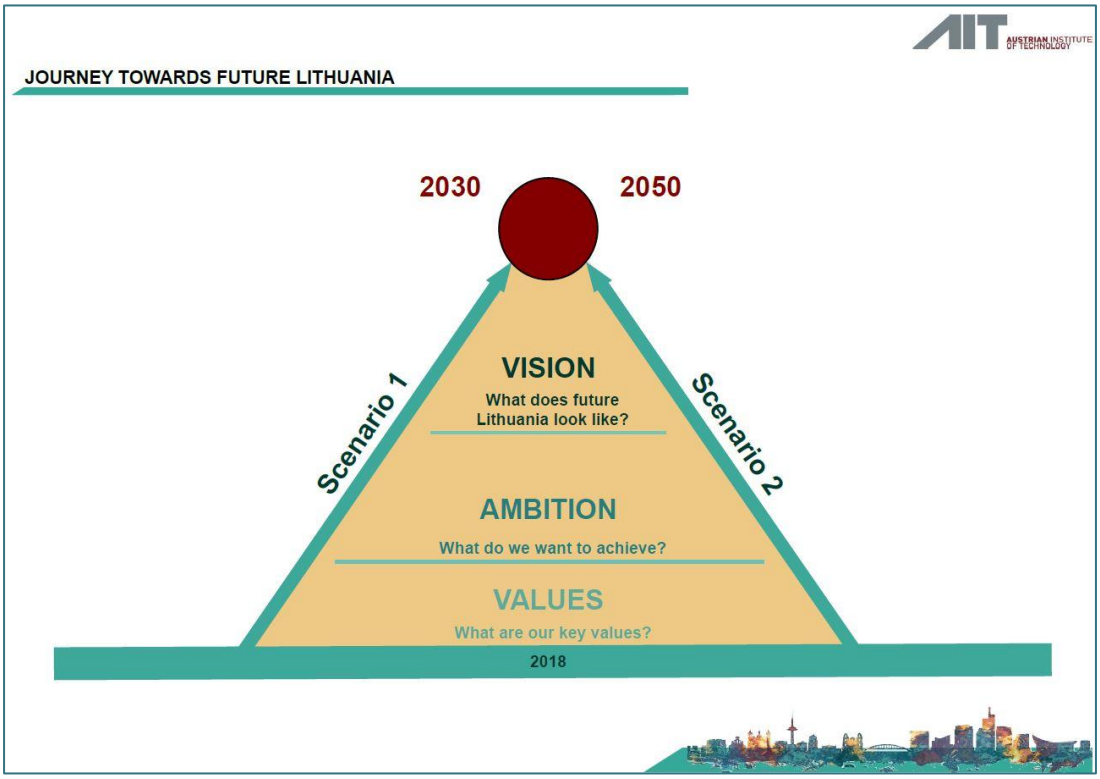
1.3 DEFINING VALUES, AMBITION AND VISION

Values - Important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. Values have major influence on a person's behavior and attitude and serve as broad guidelines in all situations.
For instance, some common business values are fairness, innovation and community involvement (Source: http://www.businessdictionary.com/definition/values.html)

Ambition - The desire to achieve something, or to succeed, accompanied with motivation, determination and an internal drive.
(Source: http://www.businessdictionary.com/definition/ambition.html)

Vision - An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action (Source: http://www.businessdictionary.com/definition/vision-statement.html).

Vision - The ability to think about or plan the future with imagination or wisdom.
(Source: https://en.oxforddictionaries.com/definition/vision)



Vision Board has been used during the Workshop to discuss the inter-relation between Values, Ambition, Vision and alternative Scenarios for achieving the Vision.

Workshop participants have named their own expert/personal Visions concerning the future development of Lithuania, outlined along the main listed categories in the table below, containing housing and built environment, society, transportation, energy, environment, climate and resilience, economy and work environment and governance.

Question: Describe the key features of Lithuania at the time when you'll reach 90 years of age?
Responses grouped by key categories
1. Housing and built environment:
○ Affordable housing ○ Adaptive houses ○ Cities will be viable, well connected, full of happy, active and vital inhabitants ○ Beautiful and clean cities ○ Green, multicultural cities and clean environment ○ High level of urbanization/suburbanization and depopulated regions ○ Free to choose living place: city/village
2. Society
○ All children will be happy and healthy and will have parents ○ Children will be safe on the way from school and while playing in the living environment ○ Leading in (social) innovation ○ Having strong traditions and identity ○ Diverse ○ Close integration between different communities, good conditions for integration ○ Educated and healthy people ○ More ethnically diverse society ○ Free from internal and external ○ Lifespan 190 (in peak physical form) ○ Safe ○ Healthy
3. Transportation
○ Teleporting will be common ○ Connected ○ Sustainable and effective public transport ○ High level eco mobility ○ EV transport
4. Energy, environment, climate and resilience
○ Increased use of renewable energy ○ Climate change resilient ○ Clean air, water and land ○ Nature will be not only protected but also used effectively ○ Green environment and well protected heritage ○ Renewable energy - landscape
5. Economy and work environment

○ Goods and services accessible to everyone (universal design) ○ Low unemployment rate ○ No/low demand for unqualified work ○ Rich and prosperous
6. Governance
○ Minimal government ○ High level of services

1.3 SWOT ANALYSIS TASK AND OUTCOMES

AHEAD OF THE WORKSHOP, THE ATTENDEES HAVE COMPLETED A 'HOME WORK' EXERCISE, WHICH ADDRESSED THE KEY OUTCOMES OF THE PRECEDING ANALYSIS PHASE AS SHOWN IN THE TWO SLIDES BELOW. THE ANSWERS, GENERATED BY EACH ATTENDEE

LINKING THE ANALYSIS OUTCOMES WITH THE CONCEPTUAL DEVELOPMENT OF THE COMPREHENSIVE PLAN OF THE REPUBLIC OF LITHUANIA

We would like to ask the Project Team Members to prepare the answers/inputs to the questions on the following slide (in red) and to bring these to our joint Workshop on December 11th, 2018.

RAPID SWOT (STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS)

from your perspective and know-how as well as reflecting the overall analysis outcomes, please identify:

STRENGHTS

What are the key **STRENGTHS** of Lithuania?

Possible examples:

- High quality natural ressources
- Existing poly-centric urban network

WEAKNESSES

What are the main **WEAKNESSES** of Lithuanian Status Quo?

Possible examples:

- Pour relation Port – City - Ecosystem
- Pour public transport network
- Decreasing population

OPPORTUNITIES

What are the main **OPPORTUNITIES** for Lithuanian Development (until 2030/2050)?

Possible examples:

- Transport: Rail-system upgrade & expansion
- Sustainable port extension, etc.

THREATS

What are the main **THREATS** you can see from current perspective in your field of know-how that pose as a risk for overall Development of Lithuania?

Possible examples:

- Vulnerable connectivity due to high level dependence on private vehicles
- ‚Brain-drain'

HAVE BEEN SYNTHESIZED INTO THE CUMULATIVE RESULTS IN FORM OF THE SWOT POSTERS DURING THE WORKSHOP, EXPOSING A COLLECTIVE PERCEPTION OF THE OVERALL ANALYSIS KEY POINTS.

1.4 THE OUTCOMES OF THE SWOT ANALYSIS

1. Strengths

- Well-developed district heating network in main cities
- Effective waste-management system (particularly empty bottle return)
- High quality drinking water
- Three strong cities: cities with specialization
- Very democratic home ownership
- Economy is the driver in terms of geography and economic activity
- Geographic location and road, rail, ship infrastructure for transportation of goods
- Nature and heritage, forests and see
- Geographical location, road network and seaport
- LEZ – Free Economic Zone
- Diversified supply chain
- Well-developed District Heating, electricity, natural gas and digital communication networks
- Diverse economy
- Diverse cultural resources (people, objects, SME's, traditions, etc….)
- Large parts of Lithuanian territory have optimal landscape and biodiversity
- High level of population obtained tertiary education
- Optimal State of University Network

2. Weaknesses

- Dispersion of urban areas near big cities
- Weak regional urban centers to keep regions strong
- Because of shrinking villages, increased costs
- Low incomes, low value added
- Unsustainable habits (travelling behaviour)
- Absence of national transport policy
- Poor road safety
- High dependency on electricity import and high electricity costs
- Lack of integration in the railway network
- Lack of general awareness concerning the environment
- Low level of the Airport competitiveness
- Low level of internal and external (VT?) competitiveness
- Water and waste water infrastructure – low reach
- Fastest implementation of most polluting infrastructural solutions (transportation)
- Low level of promotion and support for ecological modes of transportation (Rail, etc.)
- Low funding of protected areas
- Economic use of territory is difficult to control
- Sharp decrease of population

- The life expectance is the lowest in the EU
- Undeveloped network of social infrastructure
- Lack of cultural awareness
- Focus on infrastructure
- Decreasing labour force
- Low value added, lagging growth in productivity

3. Opportunities

- Higher productivity gains
- High % of population with tertiary education
- Increasing the use of renewable energy sources
- Increasing re-use and recycling
- Increasing internet use
- Multi-modality in passenger and freight transport
- Increasing awareness of environmental policy leading to sustainable mobility
- Coordinated urbanization between rational land use and environment
- 10 region structure
- Increasing awareness of population and business
- Increasing competitiveness of logistics
- Increased energy efficiency
- Improved waste management
- Biomass industry
- Optimisation of social infrastructure
- Decrease unemployment
- Three biggest cities contain relatively young population
- Solving social issues
- Creating and maintaining identity
- Reliably functioning ecological compensation system
- Cross-sectoral problem solving

4. Threats

- Difference in development pace between urban and rural
- Decrease in labour force due to ageing, migration and inactivity
- High dependence on imports
- Increase in electricity and natural gas costs
- Because of shrinking villages, increased costs
- Growing level of motorization and increasing number of polluting cars
- Decreasing competitiveness of Airports and Seaport
- Infrastructure development not corresponding urbanization level
- Complexity of territorial development
- Limited Port Development
- Population decrease and energy poverty
- Continuous decrease in population

- Threats of intensive economic activities to ecosystem and landscape
- Economic, social and cultural differences between municipalities – strong vs. week
- Rising inequality between big cities and regions (consumption, supply, etc.)
- Economic deserting of certain areas
- Urbanisation – a threat to valuable landscapes
- No common vision
- Decreasing population

2 BEST PRACTICE IN NATIONAL COMPREHENSIVE SPATIAL PLANNING – INPUTS FROM THREE LEADING EUROPEAN EXAMPLES

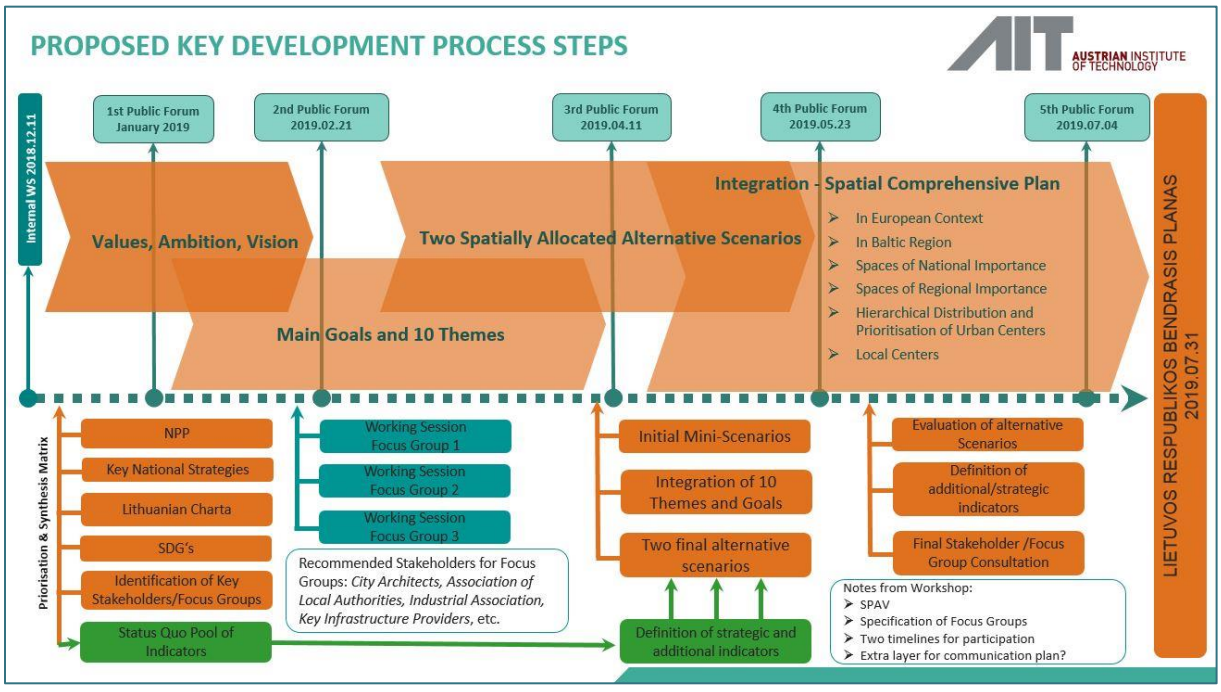
2.1 SWITZERLAND

2.2 GERMANY

2.3 IRELAND

3 PROPOSED PROCESS AND STEPS FOR THE LITHUANIAN CONCEPTUAL COMPREHENSIVE PLAN DEVELOPMENT

The outline for the proposed development process as shown in the graph below, has been provided in a separate PowerPoint presentation.



4 METHODOLOGICAL RECOMMENDATIONS

Since it is seldom possible to reliably estimate the social, economic and environmental impacts of different strategic- long term planning alternatives in quantitative terms due to their complex and interconnected (highly systemic) nature such methods as Criticality- and/or Trade-off Matrixes are typically used for the prioritisation purpose of different development alternatives. These two methods are particularly suitable while working with diverse groups of experts and enable to 'collect' and prioritize different expert-perspectives on specific fields/development themes and dimensions. Furthermore, these methods can be used to screen and differentiate spatial levels at which the SDG's can be integrated: National, Regional, Urban, Local, etc. Both methods enable a participative nature of the development of complex plans, ensuring sufficient inclusion of experts from required fields.

4.1 CRITICALITY MATRIX FOR PRIORITISATION AND EVALUATION OF THEMES

Themes	Critical	Essential	Important	Optional	Not-relevant
Theme 1	✓				
Theme 2			✓		
Theme 3		✓			
Theme 4					✓
Theme 5				✓	
Theme 6				✓	

4.2 TRADE-OFF MATRIX FOR PRIORITISATION OF DIFFERENT STRATEGIES OR ALTERNATIVE SCENARIOS

Alternative Scenarios	Social Ranking	Environmental Ranking	Economic Ranking	Cultural Ranking, etc.	Total Score
Scenario A	3	4	2	5	14
Scenario B	2	3	3	2	10

1 =lowest, 5= highest