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Strategic planning and city/regional development: Review, analysis, critique and applications for Greece

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Abstract

The aim of this paper was to analyze the impact of Strategic Planning (SP) in city/regional development, as well as to identify which strategies, in the context of planning, can be used for achieving local economic development. For that purpose, a review of the relevant literature was conducted. In the analyzed papers, different regions were used as case studies. Additionally, eight areas were identified in which SP was successfully implemented, namely: City/urban development, Tourism, Transportation, Health Care, Education, Energy, Land use and Housing, and Local Governance, revealing the wide applicability of strategic planning in regional development. Several key policies in the context of planning which lead to regional development were identified for each domain. The results indicated that there is a positive association between strategic planning and regional development. More specifically, it was found that strategic planning contributed to the economic development of the examined regions, indicating that it is an efficient tool which can be used by local authorities for enhancing the performance of their regions. The findings are expected to help local actors and urban planners to obtain a more comprehensive view of the advantages, effectiveness and limitations of strategic planning, as well as to identify which strategies mentioned in the academic literature, and were applied in other countries, can be used for achieving local economic development outcomes in Greek regions.

Key words:

Strategic Planning, Regional Development, City Development, Greece.

Jel codes: R58

1 Introduction

The aim of this paper was to analyze the impact of Strategic Planning (SP) in city/regional development, as well as to identify which strategies, in the context of planning, can be used for achieving local economic development. For that purpose a review of the relevant academic literature was conducted. In the analyzed papers, different regions were used as case studies. Additionally, eight areas were identified in which SP was successfully implemented, namely: City/urban development, Tourism, Transportation, Health Care, Education, Energy sector, Land use and Housing, and Local Governance, revealing the wide applicability of strategic planning in regional development. Several key policies in the context of planning which lead to regional development were identified for each domain.

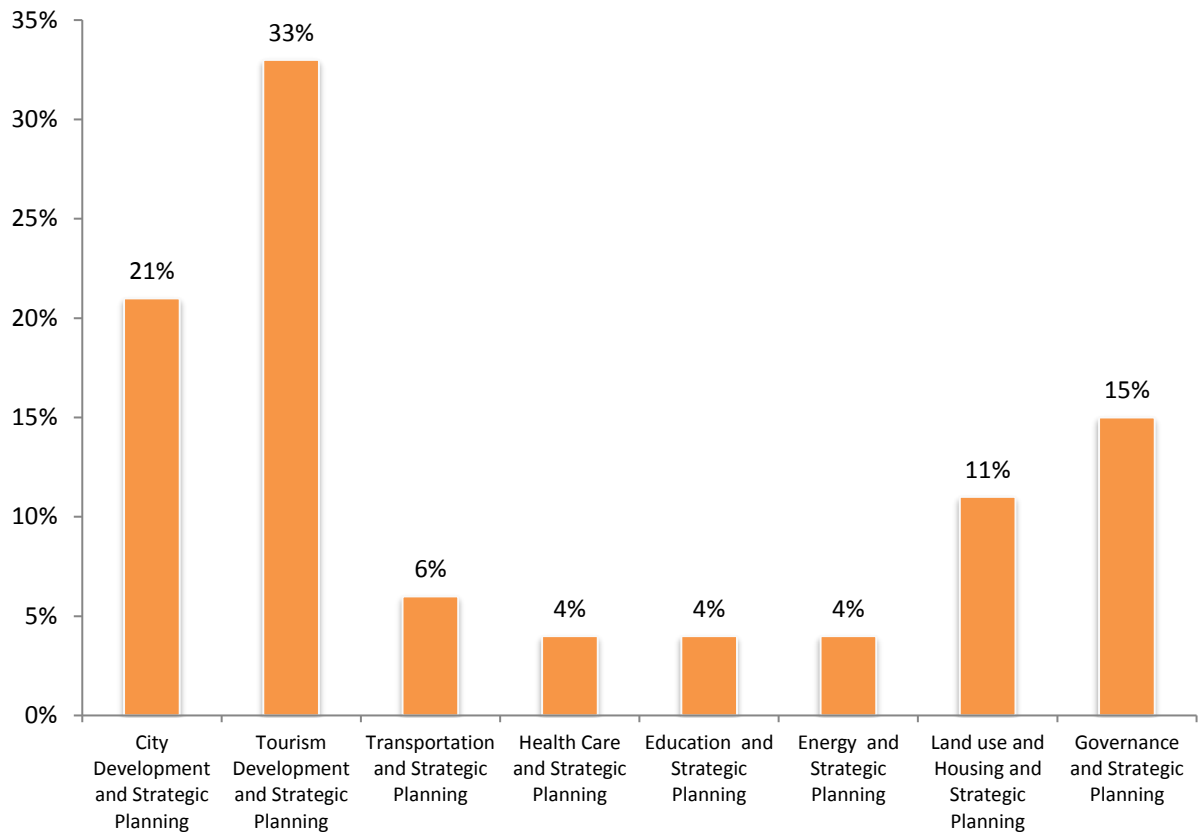
The findings are expected to help local actors and urban planners to obtain a more comprehensive view of the advantages, effectiveness and limitations of strategic planning, as well as to identify which strategies mentioned in the academic literature, and were applied in other countries, can be used for achieving local economic development outcomes in Greek regions.

The paper contains six paragraphs which outline: the research methodology of the study; the concept of strategic planning; the impact of strategic planning in regional development; implications for Greece and the conclusions of the project.

2 Research Methodology

For addressing the research objectives mentioned before, the authors used exclusively secondary data. More specifically, a review in the literature which is relevant with the application of strategic planning in different sectors was conducted. As it was mentioned above, the studies were classified in eight broad categories according to their domain, namely: 1) city development, 2) tourism development, 3) transportation, 4) health care, 5) education, 6) energy, 7) land use and housing policy, and 8) local governance (see figure 1). Most of the papers were in the fields of tourism development (33%), city development (21%) and local governance (15 %), whereas few papers were derived for health care, education and energy.

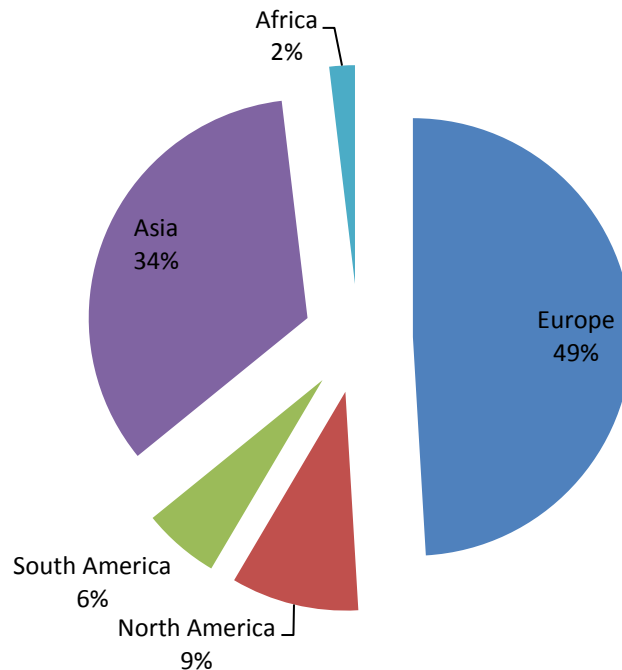
Figure 1: Studies analyzed in the current paper (%), classified by field



In the analyzed papers, different regions were used as case studies, revealing the wide applicability of strategic planning in regional development. More specifically, 49 % of the studies were based in European regions, 34 % concerned Asia, 9 % North America and 6 % South America (see figure 2).

Lastly, the papers used in the analysis were published in journals such as: Transport Policy, Environmental Impact Assessment Review, Technological Forecasting and Social Change, Evaluation and Program Planning, Habitat International, Land use policy, Procedia Social and Behavioral Sciences, Urban Geography, International Planning Studies, European Planning Studies, Urban Policy and Research, Planning Theory & Practice, Town Planning Review, Planning Perspectives, Journal of Environmental Planning and Management, Tourism and Hospitality Research, Journal of Place Management and Development and Urban studies, Journal of the American Planning Association, Tourism Management, Journal of Place Management and Development, International Journal of Sustainable Development and Planning.

Figure 2: Studies analyzed in the current paper (%), classified by region



3. The concept of Strategic Planning

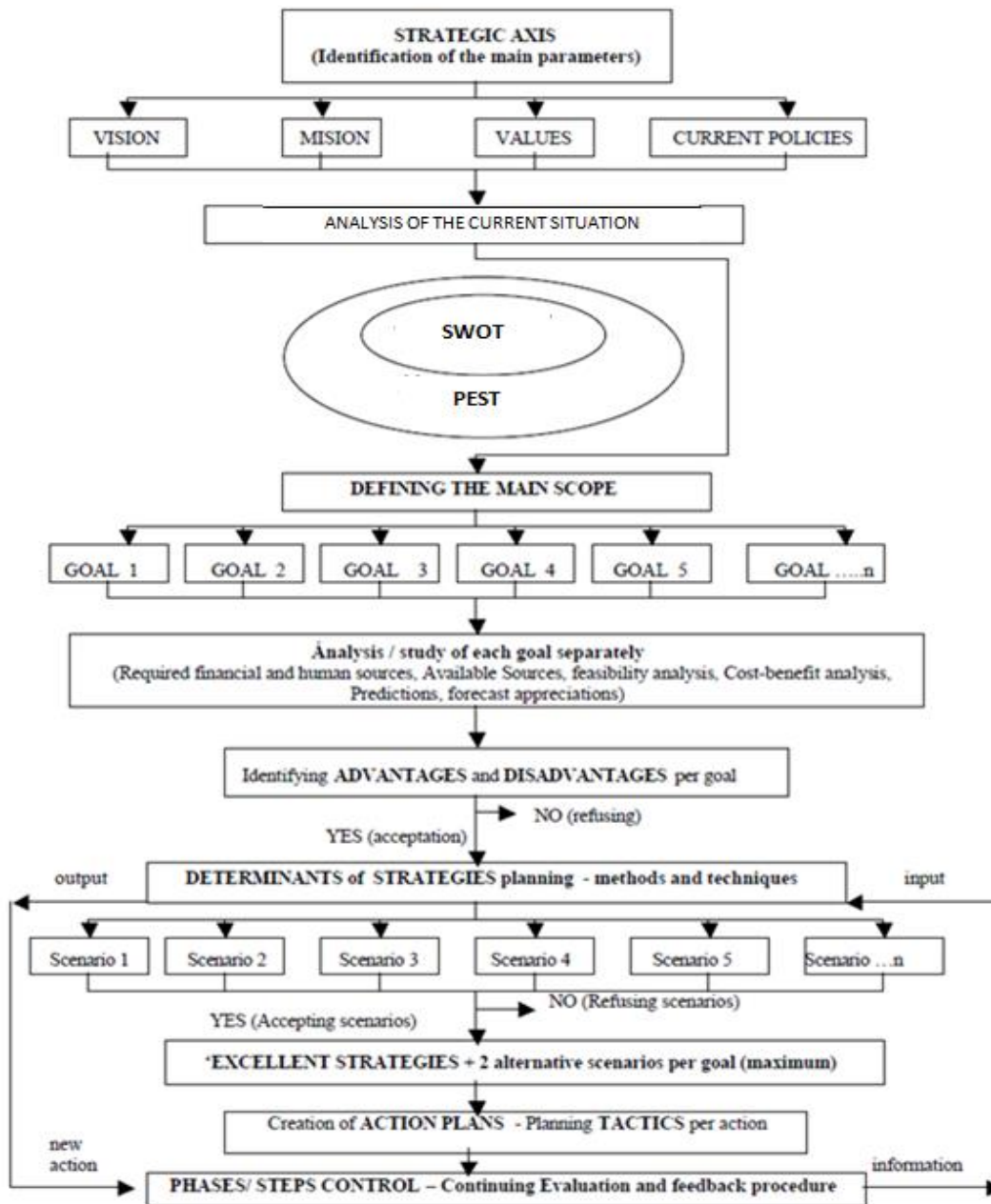
Strategic Planning (SP) as a concept stems from the terminology of military sciences (Metaxas and Lalenis, 2006; Fifield, 2007) and was later adopted by managerial, economic and regional sciences. Authors such as Kotler and Keller (2006, p. 76) define strategic planning as the process of creating and maintaining a sustainable alignment between an organization's – or a region's- objectives, skills, and resources with changing opportunities.

In the same length, Ocasio and Joseph (2008) define strategic planning as the process of determining clear objectives and choosing a future and systematic course of action to achieve these goals.

It's worth to be mentioned that Mintzberg (1994) highlight the crucial differences among strategic planning and strategic thinking. Strategic planning refers to the analysis whereas strategic thinking to synthesis. Consequently, strategic thinking is a precondition for developing a strategic plan. Lastly, Doyle (2000) states that strategic planning is a process that can help policy makers and managers to facilitate the change process –since change is inevitable- and to motivate and control.

Figure 3 shows the strategic planning process developed by Metaxas (2002).

Figure 3: The Strategic Planning Process, *Source: Metaxas (2002)*



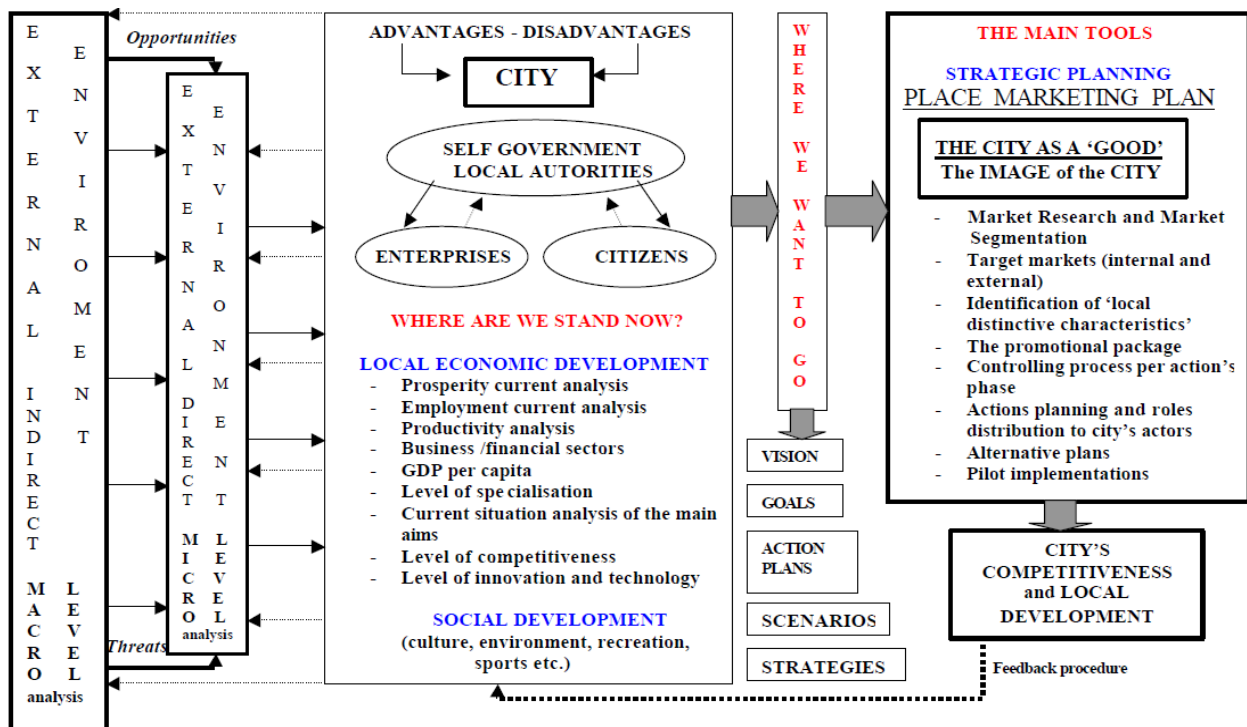
Therefore, in the beginning of the plan the main parameters and the strategic axis should be identified. From these axes the vision, the mission, the values and the current policies of the planning process will be derived. Key elements of the SP process are the conduction of SWOT and PEST analyses. PEST analysis refers to the investigation of the Political, Economical, Social and Technological aspects of the business environment. On the other hand, SWOT analysis helps in the identification of the Strengths, Weaknesses, Opportunities and Threats that an organization or a region faces. The findings of the analyses lead to the definition of the main scope of the plan and to the development of strategies and scenarios for achieving these

goals. As Metaxas (2002; 2005) mentions each goal should be assessed separately by using tools such as feasibility analysis, cost benefit analysis, forecast appreciations etc. Finally, the last phase of SP involves continuing evaluation, control and feedback.

In short, the model presented by Metaxas (2001) is in agreement with the models of Kotler et al. (2002), Kotler and Keller (2006), McDonald (1999; 2002), Nieboer (2011), Ferrell and Hartline (2011) and Mintzberg et al. (1998), who distinguish 5 key steps in the strategic planning process, namely: 1) analysis of the environment and current situation analysis, 2) determination of objectives, 3) conduction of SWOT analysis, 4) development of hypotheses and scenarios, and 5) control, measurement and feedback.

The model presented in figure 3 has mainly been developed for products and services. Considering cities and regions as goods, the model can be adjusted as it is shown in figure 4. The framework shows how the main tools of SP can lead a city or a region in the enhancement of its competitive position and in local economic development.

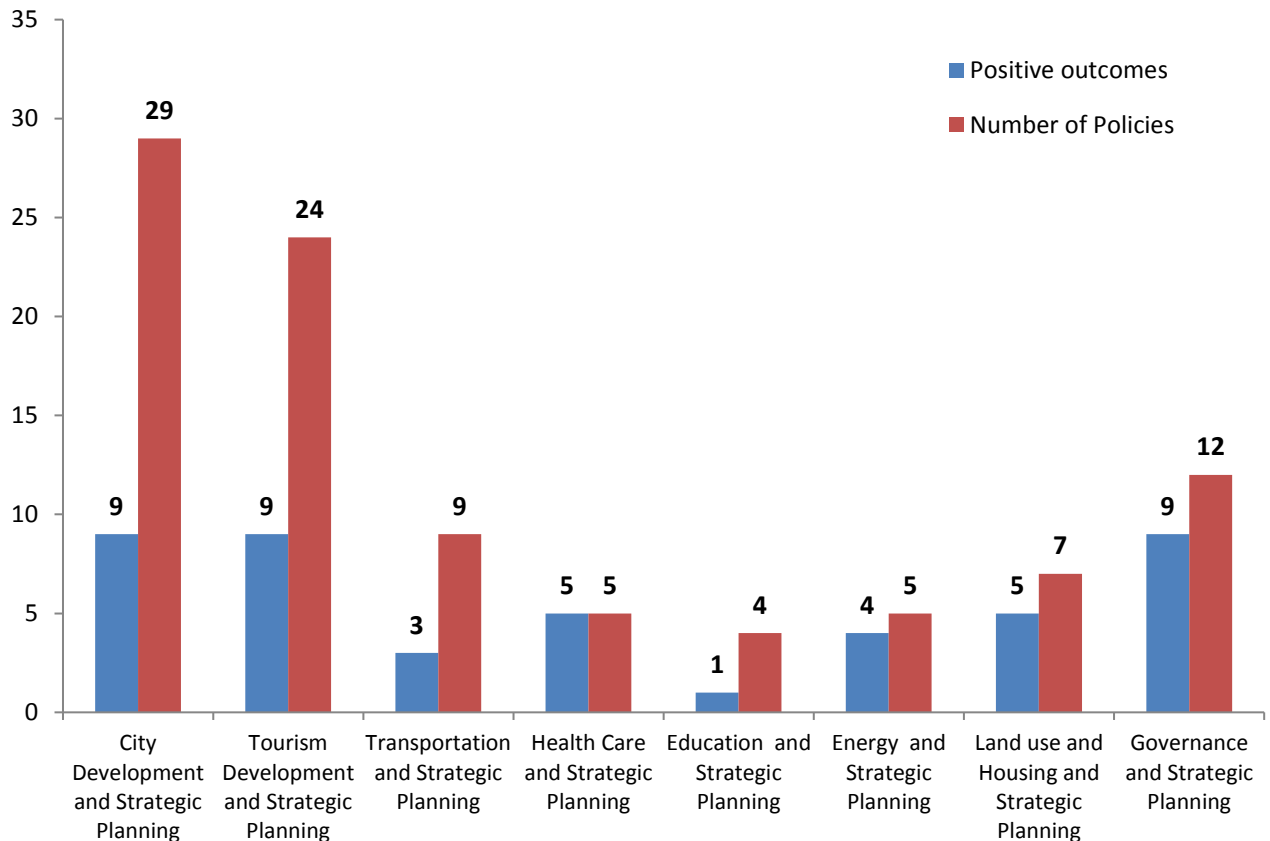
Figure 4: The city as a good, *Source: Metaxas (2005)*



4. Strategic Planning and Regional Development

The impact of strategic planning in regional development was classified in eight domains. For each domain the number of positive outcomes and policies mentioned in the literature was identified (see figure 5).

Figure 5: Number of positive outcomes and policies in the context of Strategic Planning, classified by filed



4.1 City development

Table 1 illustrates the key aspects of the association among strategic planning and city development. In more details, the table shows the positive impact of SP on city development, as well as the policies which are mentioned in the literature in the context of SP which lead to urban development. Nine positive impacts were highlighted in the cases studies which were analyzed in the current paper; these impacts were related with economic development, creation of city networks, efficient use of public spaces in the cities, etc. On the other hand, 29 key policies were identified, revealing the broad discussion that exists in the literature regarding SP and city development:

Table 1: City Development and Strategic Planning: Outcomes and Best Practices

| City Development and Strategic Planning | |
|---|---|
| Impact and Outcomes of Strategic Planning | Sources: |
| - Creation of City networks | Meijers, Hoekstra and Aguado (2008) |
| - Efficient urban governance | Tsenkova (2007); Partidário et al. (2008) |
| - Economic development | Tsenkova (2007); Partidário et al. (2008); Xu (2008) |
| - Urban regeneration | Lee et al (2016) |
| - Development of the human capital of the city | Partidário et al. (2008) |
| - Creation of green infrastructures in the cities | Young (2011); Kim (2014); Xu (2008) |
| - Enhanced city competitiveness | Cavenago Trivellato (2010); Metaxas (2010) |
| - Improved quality of life | Cavenago Trivellato (2010) |
| - Efficient use of public spaces | Xu (2008) |
| Policies – Key strategies | |
| - Institutional collaboration/ co-operation among levels of government and between public and private actors | Percoco (2016); Partidário et al. (2008); Cavenago and Trivellato (2010) |
| - Co-operation instead of competition between (neighboring) cities/ City networking | Meijers, Hoekstra and Aguado (2008); Lee et al. (2016); Xu (2008) |
| - Improvements in infrastructure that connects neighboring cities | Meijers, Hoekstra and Aguado (2008) |
| - Focus in the creation of green spaces and green networks inside the cities/ improve the quality of the physical environment | Meijers, Hoekstra and Aguado (2008); Kim (2014); Searle (2013); Lee et al. (2016); Young (2011) |
| - Create more public spaces which allow a variety of social activities | Meijers, Hoekstra and Aguado (2008); Searle (2013); Lee et al. (2016); Kim (2014); Xu (2008) |
| - Sustain economic growth by creating a favorable business climate | Tsenkova (2007) |
| - Capitalize of the city’s human resources | Tsenkova (2007) |
| - Form partnerships to support the local economy | Tsenkova (2007) |
| - Invest in infrastructures to improve the quality of the services (district heating, water and sewerage, integrated transport network) | Tsenkova (2007); Searle (2013) |
| - Improve social services (healthcare, education, social assistance) | Tsenkova (2007) |
| - Sustain the vitality of the city center | Tsenkova (2007); Searle (2013) |
| - Regeneration of existing secondary centers | Tsenkova (2007) |
| - Creation of a balanced spatial structure | Tsenkova (2007) |

| | |
|---|---|
| - Improve quality of life in existing housing areas | Tsenkova (2007); Searle (2013) |
| - Promote sustainable use of environmental resources | Tsenkova (2007); Searle (2013); Partidário et al. (2008); Xu (2008) |
| - Improve communication with citizens | Tsenkova (2007) |
| - Enable the city to do reliable financial forecasts by establishing a stable and predictable system of inter-government fiscal relations | Tsenkova (2007) |
| - Providing accessibility of open spaces | Lee et al. (2016) |
| - Provision of bicycle roads | Lee et al. (2016) |
| - Promote the cultural heritage and the historicity of the city | Lee et al. (2016) |
| - Monitoring and Evaluation: Analyzing and discussing the process and results achieved through strategic planning | Partidário et al. (2008) |
| - Usage of diversified funding resources | Young (2011) |
| - Institutionalization of tree-acquisition in the capital budget and development of detailed planting plans | Young (2011) |
| - Encourage the society and the citizens to have an active role in the planning process | Cavenago and Trivellato (2010) |
| - Identify zones for different spatial policies (metropolitan zone, city clustering zone, open space, ecologically sensitive zone, etc) | Xu (2008) |
| - Land supply projection and sustainable land use | Xu (2008) |
| - Strategies on sustainable use of energy and mineral resources | Xu (2008) |
| - Implement place marketing strategies for attracting investments | Metaxas (2010) |
| - Participation of local universities, research centers and local development agencies in the strategic planning process | Cavenago and Trivellato (2010) |

4.2 Tourism Development

Table 2 shows the impact and the key policies of SP which lead to tourism development. Similarly with city development, the number of the positive outcomes of SP to tourism is nine, namely: local development, economic equality, reduction of unemployment, etc. In this case, 24 key policies are identified:

Table 2: Tourism Development and Strategic Planning: Outcomes and Best Practices

| Tourism Development and Strategic Planning | |
|--|--|
| Impact and Outcomes of Strategic Planning | Sources: |
| - Local Economic Development and economic growth | Ladeiras Mota, & Costa (2010); Spahiu and Kopacek, P. (2010); Risteskia, Kocevskia, Arnaudov (2012); Kamble and Bouchon (2014); Sotiriadis (2015); Oliveira (2016); Metaxas (2006); Bagautdinova et al. (2012) |
| - Support of Small and Medium Enterprises (SMEs) | Spahiu and Kopacek, P. (2010) |
| - Improved destination and regional competitiveness | Risteskia, Kocevskia and Arnaudov (2012) |
| - Enhanced visitor's satisfaction | Risteskia, Kocevskia and Arnaudov (2012) |
| - Environmental sustainability/Protection of the environment | Risteskia, Kocevskia and Arnaudov (2012) |
| - Increased revenues and tourist arrivals | Kamble and Bouchon (2014) |
| - Reduction of unemployment rate | Kamble and Bouchon (2014) |
| - Equal distribution of economic benefits of tourism | Kamble and Bouchon (2014) |
| - Efficient Rebranding of the urban area | Carisle et al. (2016) |
| Policies – Key strategies | |
| - Focus in the promotion of the regional identity, culture and heritage. | Suet Leng and Badarulzaman (2014) Oliveira (2016); Deffner et al. (2013); Idajati (2014) |
| - Organize cultural events and activities | Jamhawi & Hajahjah (2017) |
| - Usage of destination marketing practices (market segmentation, SWOT, PEST, enhancing the image of the destination, etc.) | Jamhawi & Hajahjah (2017); Lemos, Fischer, Souza (2012); Angelevska-Najdeska & Rakicevik (2012); Risteskia, Kocevskia, Arnaudov (2012); Kamble and Bouchon (2014); Sotiriadis (2015); Metaxas (2006); Suet Leng and Badarulzaman (2014); Carisle et al. (2016) |
| - Institutional set-up | Jamhawi & Hajahjah (2017) |
| - Ensure active participation of the community in the tourism effort | Jamhawi & Hajahjah (2017) |
| - Ensure local financial support | Jamhawi & Hajahjah (2017) |
| - Ensure quality standards of the local tourism services | Ladeiras Mota, & Costa (2010) |

- Re-branding of existing destinations. Repositioning, reimagining and increase awareness regarding regional potentials. Ladeiras Mota, & Costa (2010); Oliveira (2016)
- Identification of main distribution channels for local tourism products and services Ladeiras Mota, & Costa (2010)
- Identification of new business areas associated with the tourism sector (SMEs) Ladeiras Mota, & Costa (2010)
- Develop education programs which create a greater consciousness of the importance of tourism for the social and economic development of host communities Ladeiras Mota, & Costa (2010)
- Increase co-operation among enterprises, local government national and foreign institutions, universities, local development agencies, etc. Ladeiras Mota, & Costa (2010); Lemos, Fischer, Souza (2012); Angelevska-Najdeska & Rakicevik (2012); Risteskia, Kocevskia, Arnaudov (2012); Sotiriadis (2015); Metaxas (2006); Bagautdinova et al. (2012); Carisle et al. (2016)
- Focus in the support of Small and Medium Enterprises which play a crucial role in the developmental process Spahiu and Kopacek, P. (2010); Monavari et al. (2013)
- Identification of the core sustainability values and vision for tourism development Lemos, Fischer, Souza (2012)
- Identification of markets and marketing that support the destination vision of sustainability Lemos, Fischer, Souza (2012)
- Spatial distribution of tourism development/ Establish a database and mapping of tourism economy Lemos, Fischer, Souza (2012); Oliveira (2016); Monavari et al. (2013); Angelevska-Najdeska & Rakicevik (2012)
- Investments in infrastructure Angelevska-Najdeska & Rakicevik (2012); Risteskia, Kocevskia, Arnaudov (2012)
- Institutional strengthening/establishing an independent body for coordinating the touristic development process Angelevska-Najdeska & Rakicevik (2012); Metaxas (2006); Idajati (2014)
- Organize training session for tourism employees Angelevska-Najdeska & Rakicevik (2012)
- Establishment of interregional cooperation in tourism Angelevska-Najdeska & Rakicevik (2012)
- Ensure funding for renovating village facilities Angelevska-Najdeska & Rakicevik (2012)
- Focus in alternatives forms of tourism Angelevska-Najdeska & Rakicevik (2012); Sotiriadis (2015); Unalan (2013)
- Develop strategies for attracting investments and European funds Oliveira (2016); Deffner et al. (2013); Carisle et al. (2016);

- Focus in social economy

4.3 Transportation and strategic planning

Likewise, table 3 shows the outcomes and the key policies of SP in the context of transportation. In this case the number of the positive impacts is significantly smaller. However, the outcomes are related with improved consideration of environmental issues, improvements in the usage of public spaces, etc. Additionally, nine key strategies were identified, focusing in improvements in safety, comfortness, accessibility, and capacity of the transport means, as well as in managerial issues.

Table 3: Transportation and Strategic Planning: Outcomes and Best Practices

| Transportation and Strategic Planning | |
|---|--|
| Impact and Outcomes of Strategic Planning | Sources: |
| - Positive visual impact in the public space | De Luca (2014) |
| - Optimization of resources | Mondragón-Ixtlahuac et al. (2017) |
| - Improved consideration of environmental and sustainability issues | McGimpsey and Morgan (2013) |
| Policies – Key strategies | |
| - Improve accessibility and capacity in the transport means | De Luca (2014); Burt et al. (2016) |
| - Improve safety | De Luca (2014); Burt et al. (2016) |
| - Improve comfortness | De Luca (2014) |
| - Protection of the environment | De Luca (2014); McGimpsey and Morgan (2013) |
| - Efficient budget control | Mondragón-Ixtlahuac et al. (2017); |
| - Usage of key performance indicators | Mondragón-Ixtlahuac et al. (2017); McGimpsey and Morgan (2013) |
| - Forecasting and monitoring | McGimpsey and Morgan (2013); Mondragón-Ixtlahuac et al. (2017) |
| - Quality control and public participation | McGimpsey and Morgan (2013) |
| - Enhance customization | Burt et al. (2016) |

4.4 Health Care and Strategic Planning

The positive outcomes and the key policies of SP in Health care are summarized in table 4. Despite the relatively small number of studies which analyze the association among SP and healthcare, the number of the positive outcomes is relatively large; the most crucial positive impacts emphasize in improvements in the health of the population, cost savings and efficient disease management. The table also highlights five strategies which can lead to the aforementioned outcomes.

Table 4: Health Care and Strategic Planning: Outcomes and Best Practices

| Health Care and Strategic Planning | |
|---|-----------------------------------|
| Impact and Outcomes of Strategic Planning | Sources: |
| - Improvements in the health of the population | Rupani, Gaonkar, and Bhatt (2016) |
| - Efficient Disease Management | Rupani, Gaonkar, and Bhatt (2016) |
| - Cost savings | Edgar et al. (2013) |
| - Creation of innovations | Edgar et al. (2013) |
| - Elevating the quality of healthcare services in a region | Edgar et al. (2013) |
| Policies – Key strategies | |
| - Use of Drug Logistics Information Management System (DLIMS) software for supply chain management | Rupani, Gaonkar, and Bhatt (2016) |
| - Develop Information Education Communication/Behavior Change Communication (IEC/BCC) plan at state/district level regarding disease management | Rupani, Gaonkar, and Bhatt (2016) |
| - Strengthening of chlorination activity at household level | Rupani, Gaonkar, and Bhatt (2016) |
| - Constructing improved sanitation facilities at household level and to develop plans for hygiene promotion | Rupani, Gaonkar, and Bhatt (2016) |
| - Usage of scenario planning techniques | Edgar et al. (2013) |

4.5 Strategic planning and education

In the domain of education the positive impact focuses in the improvements in the managerial capacity of the educational institutions. Key strategies involve environmental scanning, evaluation of organizational functioning and application of knowledge management practices (see table 5).

Table 5: Education and Strategic Planning: Outcomes and Best Practices

| Education and Strategic Planning | |
|--|--|
| Impact and Outcomes of Strategic Planning | Sources: |
| Efficient management of education | Bontempo, Moscardini and Salles (2015); Fooladvand, Yarmohammadian and Shahtalebi (2015) |
| Policies – Key strategies | |
| - Efficient environmental scanning | Bontempo, Moscardini and Salles (2015) |
| - Establish relationships between achievements with employees and all partners | Fooladvand, Yarmohammadian and Shahtalebi (2015) |
| - Evaluation of organizational functioning | Fooladvand, Yarmohammadian and Shahtalebi (2015) |
| - Develop knowledge management practices and leadership in the universities | Fooladvand, Yarmohammadian and Shahtalebi (2015) |

4.6 Strategic planning in the energy sector

SP in the energy sector causes positive outcomes such as mitigation of environmental pollution, reduction of costs, efficient use of energy sources, etc. Key strategies include the usage of environmental indicators and matrixes, emphasis in renewable and clean energy sources and funding.

Table 6: Energy and Strategic Planning: Outcomes and Best Practices

| Energy and Strategic Planning | |
|--|--|
| Impact and Outcomes of Strategic Planning | Sources: |
| - Mitigate environmental pollution, abatement of greenhouse gas emissions | De Montis (2014); Alizadeh et al. (2016) |
| - Better life and health in urban settlements | De Montis (2014) |
| - Efficient use of all energy sources | De Montis (2014); Alizadeh et al. (2016) |
| - Reductions in energy costs | De Montis (2014); Alizadeh et al. (2016) |
| Policies – Key strategies | |
| - Environmental component analysis: air, climate change, water, soil, waste disposal, nature and biodiversity, landscape, and human health | De Montis (2014) |

| | |
|--|------------------------|
| - Usage of environmental indicators and matrixes | De Montis (2014) |
| - Enhancing the share of the renewable and clean energy sources in total primary energy supply | Alizadeh et al. (2016) |
| - Modifying the energy carriers pricing system | Alizadeh et al. (2016) |
| - Financial and technical support by government from energy consumption optimization projects | Alizadeh et al. (2016) |

4.7 Land use, Housing and Strategic Planning

Five were the main positive outcomes of SP in the land use and housing context, namely: legal improvements, reduction of housing costs, collaboration among sub regions etc. Additionally, seven key policies were identified from the literature analysis (see table 7).

Table 7: Land Use and Housing and Strategic Planning: Outcomes and Best Practices

| Land use and Housing and Strategic Planning | |
|---|--|
| Impact and Outcomes of Strategic Planning | Sources: |
| - Improvements in the planning law | Hansson (2017) |
| - Reduction of housing costs/ Houses became more affordable | Hansson (2017); Bramley and Watkins (2016) |
| - Planning coordination among nearby sub regions | Bramley and Watkins (2016) |
| - Addressing efficiently rural shrinkage | Tietjen and Jørgensen (2016) |
| - Elimination of uncertainty of residential planning | Hansson (2017) |
| Policies – Key strategies | |
| - Interaction between science and policy | Rozas-Vásquez et al. (2017) |
| - Collaborative work and strategic projects | Rozas-Vásquez et al. (2017); Tietjen and Jørgensen (2016); Seijger et al. (2016) |
| - Multi-actor involvement | Rozas-Vásquez et al. (2017) |
| - Emphasis in the importance of urban nature and the context specificity of natural capital discourse | Tammi, Mustajärvi, Rasinmäki (2016) |
| - Encourage private initiatives in development planning | Hansson (2017) |
| - Create municipal inclusionary zoning policies for addressing social housing objectives | Hansson (2017) |
| - Collaboration among sub regions in the planning process | Bramley and Watkins (2016) |

4.8 Strategic planning and Local Governance

Lastly, table 8 shows the main aspects of the association among local governance and SP. The literature in this field is richer and for that reason nine positive outcomes and twelve successful policies are indentified. Typical strategies include the involvement of key persons and external stakeholders in the planning process (mayor, religious leaders, etc.); efficient use of resources in terms of staffing and management; regional and international cooperation for municipalities and collaboration among state and local authorities.

Table 8: Local Governance and Strategic Planning: Outcomes and Best Practices

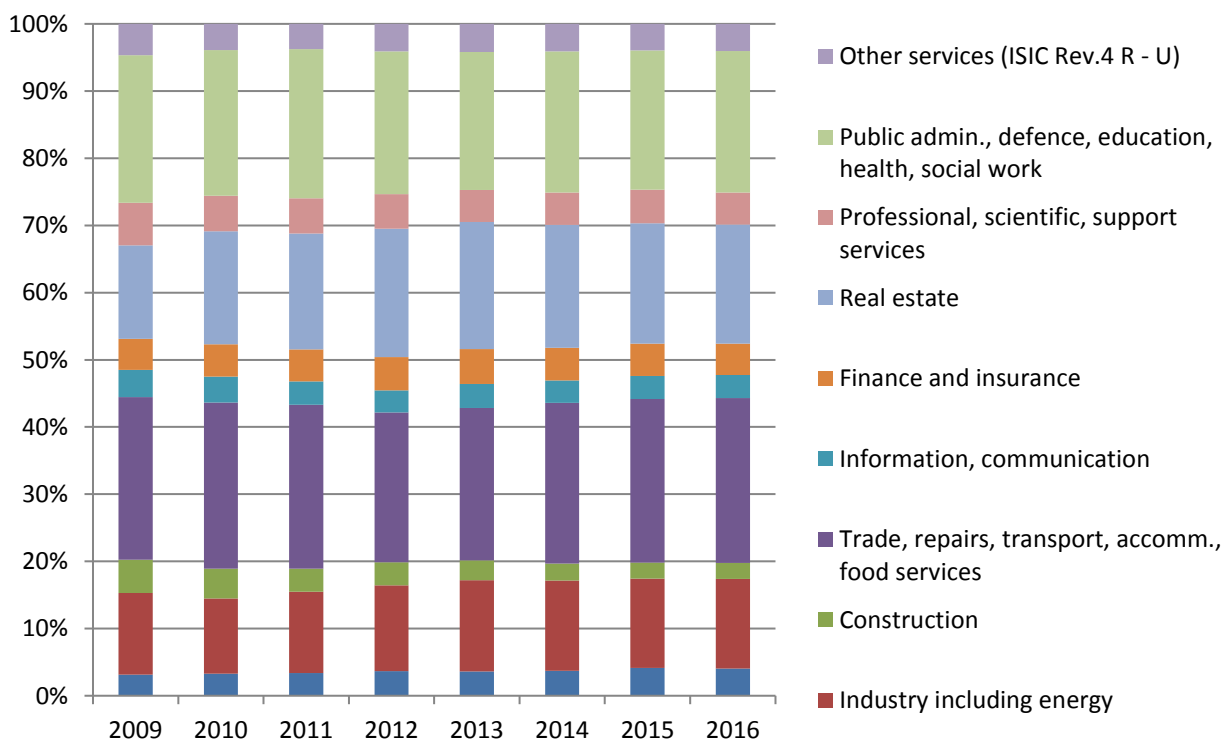
| Governance and Strategic Planning | |
|---|---|
| Impact and Outcomes of Strategic Planning | Source: |
| - Efficient urban management | Khalifa (2012) |
| - Enhancing democratic decision making in a local level | Kalliomäki, H. (2015) |
| - Creation of co-productive trading zones | Kalliomäki, H. (2015) |
| - Addressing efficiently natural hazards | Birkmann, Garschagen & Setiadi (2014) |
| - Protection of the environment | Birkmann, Garschagen & Setiadi (2014); Healey et al. (2007) |
| - Enhancing legitimacy in local governance | Legacy (2012) |
| - Achieve an acceptable compromise between economic interests and urban groups (social balance) | Healey et al. (2007) |
| - Revival of urban areas | Healey et al. (2007) |
| - Enhancement of self-confidence in local governance | Healey et al. (2007) |
| Policies – Key strategies | |
| - Involvement of key persons and external stakeholders in the planning process (mayor, religious leaders, etc.) | Khalifa (2012); Poister and Streib (2005) |
| - Efficient use of resources in terms of staffing and management | Khalifa (2012); Poister and Streib (2005) |
| - Monitoring of activities and measurement of results; setting benchmarks for achieving goals | Khalifa (2012); Řehoř (2015) |
| - Regional and international cooperation for municipalities; collaboration among state and local authorities | Kalliomäki, H. (2015); Legacy (2012); Milutinovic Zivkovic (2014); Khalifa (2012) |
| - Involvement of NGOs and civil society organizations in the planning process | Birkmann, Garschagen & Setiadi (2014) |
| - Exchange knowledge and expertise in global forums | Birkmann, Garschagen & Setiadi (2014) |
| - Timetable and financial statements of projects | Řehoř (2015); Poister and Streib (2005) |
| - Local action plans for youth and children | Milutinovic Zivkovic (2014) |

- Local action plans for boosting employment Milutinovic Zivkovic (2014)
- Implement strategies for social services development Milutinovic Zivkovic (2014)
- Improve communication with citizens Poister and Streib (2005); Legacy (2012)
- Providing training and development opportunities for employees, and decision makers in municipalities Milutinovic Zivkovic (2014); Poister and Streib (2005)

5 Implications for Greece

The analysis above highlighted the wide applicability of SP in different domains, as well as its contribution in achieving regional development. Considering the characteristics and the structure of the Greek economy (see figure 6), as well as the fact that Greece is in growth lag compared to most European countries (Eurostat, 2017), it can be concluded that strategic planning can help local authorities and actors to enhance the competitiveness of their regions. In more details, SP can be systematically used in areas such as tourism, public administration, healthcare, education, transportation etc. which consist vital sectors of the Greek economy. In this context, the policies mentioned in this paper are a good guide for local actors and urban planners.

Figure 6: Economic structure: share of real value added, Greece, *Source: OECD, 2017*



6 Conclusions

The aim of this paper was to analyze the impact of strategic planning in city/regional development, as well as to identify which strategies, in the context of planning, can be used for achieving local economic development. For that purpose a review of the relevant academic literature was conducted. In the analyzed papers, different regions were used as case studies. Additionally, eight areas were identified in which SP was successfully implemented, namely: City/urban development, Tourism, Transportation, Health Care, Education, Energy sector, Land use and Housing, and Local Governance, revealing the wide applicability of strategic planning in regional development. Several key policies in the context of planning which lead to regional development were identified for each domain.

The results indicated that there is a positive association between strategic planning and regional development. More specifically, it was found that strategic planning contributed to the economic development of the examined regions, indicating that it is an efficient tool which can be used by local authorities for enhancing the performance of their regions. The findings are expected to help local actors and urban planners to obtain a more comprehensive view of the advantages, effectiveness and limitations of strategic planning, as well as to identify which strategies mentioned in the academic literature, and were applied in other countries, can be used for achieving local economic development outcomes in Greek regions.

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