

STRATEGIC THINKING AS BASIS FOR SUCCESSFUL FUTURE DEVELOPMENT: REPURPOSE POREČ: DEVELOPMENT VISION 2050 (1085)

Lea Petrović Krajnik^{1*}, Paula Jozić¹, Damir Krajnik¹

¹Department of Urban Planning, Spatial Planning and Landscape Architecture, Faculty of Architecture, University of Zagreb, Zagreb, Croatia; *lea.petrovic@arhitekt.hr

Abstract. Strategic thinking and development planning of a certain area are of key importance for the course of its development. This paper shows the intention of the establishment of a comprehensive system of strategic planning and development management on the national level in order to ensure its social progress, enhanced and more focused territorial development and the project *Repurpose Poreč: Development vision 2050* that is based on the strategic thinking of spatial development. The aim of this paper is to point out the need for a synergy between strategic planning and spatial planning and the importance of education and the role of spatial planners and urban planners to achieve the highest possible quality of life in cities and regions of the 21st century.

Keywords: development vision, education, Poreč, spatial planners, strategic thinking and planning.

1. Introduction

Strategic thinking and development planning of a certain area are of key importance for the course of its development. The aim of this paper is to point out the need for a synergy between strategic planning and spatial planning and the importance of education and the role of spatial planners and urban planners as it is set out in The Charter of European Planning (ECTP-CEU, 2013), in order to realize the development planning goals and to achieve the highest possible quality of life in cities and regions of the 21st century.

According to the ECTP-CEU (2013), Spatial Planning is cross-disciplinary that involves different professionals and actors in complex processes. It can be said that the planner's role responds to developments in society and planning laws and policies. Depending on the different political and social framework, the planners in different countries are engaged as visionaries, technocrats, managers, advisors, mentors or instructors.

Spatial planning primary focuses on the interests of society as a whole, the settlement or the region as an entity, and the longer-term future. Spatial planners are serving and

protecting the general interest and local democracy. Their key role is to be leaders of change in society towards a more sustainable and secure future.

Spatial planners analyse, draft, implement and monitor development strategies, supporting policies, programmes, and key projects. They are engaged actively in the various phases and scales of the planning process. Besides plan preparation, they are involved in the political process aiming to balance all relevant interests, public and private, where the planner has an important role as a mediator.

Planners must lead the changes that are needed to manage existing and create new cities and regions. The 21st century challenges require planners to be leaders of change, political advisors, designers, urban managers, and scientists. In that way, it would be easier to achieve the Vision, as well as to apply the Charter of European Planning Principles.

Comprehensive planning enables communities to formulate strategic visions for achieving their future goals. Such visions have the potential to be the basis for creating great places and delivering a more sustainable future for communities and to achieve their long-term needs. Spatial Planning operates at all scales, from European, transnational, national, regional to local plans. The integrative approach in spatial planning allows an evaluation of the strengths and challenges of the area, the definition of opportunities and scenarios, and selection of optimal vision and spatial policies for the future development of an area.

Different authors, especially from the field of management (Bonn, 2001; Graetz, 2002; Liedtka, 1998), point out their views on the specificities of strategic thinking and strategic planning. Here we stress Henry Mintzberg (1994) who argues that strategic planning is about analysis (i.e., breaking down a goal into steps, designing how the steps may be implemented, and estimating the anticipated consequences of each step). Whereas from his point of view, strategic thinking is about synthesis, about using intuition and creativity to formulate an integrated perspective, a vision.

The paper will show how students at the Faculty of Architecture in Zagreb on the Master's course in Architecture and Urbanism who choose the Spatial Planning workshop are directed to think strategically about space through comprehensive planning, using the scenario tool in planning future development. For the purposes of this work, the city of Poreč was chosen as one of the exceptional examples of cities in Istria due to its architectural and natural heritage and the long-standing tradition of spatial planning in western Istria.

As part of *Workshop 3: Spatial planning* at the Faculty of Architecture of the University of Zagreb, under the mentorship of prof. Lea Petrović Krajnik, head of the workshop, student Paula Jozić, created a vision for the development of the City of Poreč named

Repurpose Poreč: Development Vision 2050 (Jozić, 2020). Afterwards, she further developed the location and theme to the urban planning project in the Diploma thesis *Urbanistic-architectural Solution for the Revitalization of the Public Space of the Peškera Bay in the City of Poreč* (Josić, 2021).

2. Strategic Planning and Spatial Development

The establishment of a comprehensive system of strategic planning and development management on the national level and the adoption of legislative and institutional framework for its optimal arrangement are aimed at ensuring its social progress, enhanced and more focused territorial development. The Government of the Republic of Croatia initiated a comprehensive reform of strategic planning and development management in 2017, with the aim of implementing improved public policies and projects at all levels in order to achieve synergistic links between Croatian and European development policies. (Ministry of Regional Development and EU Funds of the Republic of Croatia, 2023)

The Ministry of Regional Development and European Union Funds has the role of coordinating body for the system of strategic planning and management of the development of the Republic of Croatia in order to achieve a link between Croatian and European development policies and to direct the European funds to the development priorities of Croatia.

The strategic framework of strategic planning system and development management of the Republic of Croatia is based on defined principles and includes acts of strategic planning of national significance (National development strategy, multisectoral and sectoral strategies, national plans and associated action plans, Government program and implementation programs of state administration bodies), acts of strategic planning on local and regional level (development plans and implementation programs of self-government units), strategic planning acts related to the EU economic management framework (convergence program and national reform program).

Acts are divided into long-term (National development strategy, multisector and sectoral strategies), medium-term (national plans and development plans of local and regional self-government units) and short-term strategic planning acts (Government program, convergence program, national reform program), implementation programs of state administration bodies and of local and regional self-government units, as well as action plans for the implementation of national plans. Acts of strategic planning are drawn up and implemented in accordance with the principles of accuracy and completeness, efficiency and effectiveness, responsibility and focus on results, sustainability, partnership and transparency (Zakon.hr, 2022). The *National Development Strategy of the Republic of Croatia until 2030* was adopted in 2021 and represents the highest

hierarchical act of strategic planning, which serves to shape and implement the development policies of the Republic of Croatia (Official Gazette, 2021).

The spatial planning system, which ensures the conditions for the use, protection and management of space in the Republic of Croatia as a particularly valuable national asset, is the result of long-standing practice and tradition of spatial planning. It is based on the Constitution and the territorial organization of the state determined by a special law, the authority and jurisdiction of the Croatian Parliament, regional units and other public law bodies. The spatial planning system is regulated by the *Physical Planning Act* (Official Gazette 153/13, 65/17, 114/18, 39/19, 98/19) and the basic principles are harmonised with EU regulations.

The key state document for directing spatial development is the *Spatial Development Strategy of the Republic of Croatia*. The strategy is prepared by the Ministry of Physical Planning, Construction and State Assets and adopted by the Croatian Parliament. It is harmonised with European documents on a strategic and supranational level.

In addition to the Ministry of Physical Planning, Construction and State Assets, spatial policy is also managed by the Ministry of Regional Development and EU Funding, the Ministry of Environment and Energy, and the Ministry of Culture and Media, based on the *Physical Planning Act* which regulates spatial planning and sectoral laws on regional development, protection of nature and environment and preservation of cultural assets. Other ministries also have an influence on spatial planning through departmental laws (e.g. *Law on Construction*, *Law on Islands*, *Law on Sustainable Waste Management*, *Law on Settlements*, etc.).

Spatial plans as implementing acts must be in accordance with the Spatial development strategy. They are enacted at the state, regional (county), and local levels (Zakon.hr, 2020).

State-level spatial plans are as follows.

- State spatial development plan
- Spatial plan of an area with special features for areas with natural values (Spatial plan of the Ecological and Fishery Protection Zone, Spatial Plan of the Continental Shelf of the Republic of Croatia, Spatial plan of the national park, and nature park and Spatial plan of areas of special features determined by the State spatial development plan)
- Urban development plans for an area outside of a settlement boundary for economic and/or public purposes of national significance

Spatial plans at the regional level are the County spatial plan and the Urban development plan for an area outside of a settlement boundary for economic and/or public purposes of county importance. Spatial plans at the local level are the Spatial

development plans of a city or municipality, the Urban masterplan (General urban plan) and the Urban development plan.

The *Spatial Development Strategy of the Republic of Croatia* was adopted in 2017, as the key state document to direct spatial development. Based on the established core values of the Croatian space, the spatial development management system and existing spatial processes, the Strategy defines the general goal (vision) of spatial development until 2030 with development starting points and priorities, directions, and a framework for implementation. (Official Gazette, 2017)

The *Law on the System of Strategic Planning and Development Management of the Republic of Croatia* (Official Gazette 123/17, 151/22) stipulates that acts of strategic planning defined by the Law (National development strategy, Sector strategies and multi-sector strategies, National plans), state-level spatial plans, and spatial planning documents must be harmonised. (Zakon.hr, 2022)

Furthermore, strategic planning acts determined by the Law (regional self-government unit development plan, local self-government unit development plan), spatial planning documents and spatial plans adopted at the local and regional level must be harmonised.

In the context of strategic thinking and planning of space as a particularly valuable national asset, there is a need to harmonise strategic planning acts with spatial planning documents, since they are created in 'parallel' systems. The topic is also discussed in professional and scientific circles to enable the best possible synergy between strategic and spatial planning (Ivaničić, 2023). This work aims to show how the education system teaches and directs students to strategic thinking and planning, as well as the possibility of embodying strategic reflection into spatial planning documents.

3. City of Poreč

The city of Poreč is located on the west coast of the Istrian peninsula in the *Poreština* region, which stretches from the Mirna River near Novigrad in the north to Funtana and Vrsar in the south. According to the 2021 population census, in the city of Poreč, there are 53 settlements with 16,607 inhabitants (Croatian Bureau of Statistics, 2022). According to the number of inhabitants, Poreč is, after Pula, the largest Istrian city.

In addition to its favourable geographical position, the city of Poreč is characterized by its extraordinary natural and historical heritage. The first data on the settlement of the Poreč peninsula date from the Bronze Age. In the second century BC Poreč was a fortified Roman military camp from which it gradually developed into a settlement of Roman citizens (*oppidum*). At the end of the Classical era, it got the status of a municipium, and in the early empire, the status of a colony, *Colonia Iulia Parentium*. The regular system of the Roman street network with traces of the forum and capitol has

been preserved to this day. A great part of northwest Istria belonged to the city as an *ager*, whose centuriation is still visible today in the area from Mirna River to the Lim channel. In the period from the 4th to the 6th century, the early Christian sacral complex with the Euphrasian basilica was created, which today represents the most significant cultural monument, included in the UNESCO World Heritage List since 1997. (Milić, 1990)

Although historically known for farming and fishing, during the 20th century, tourism became the main economic activity of Poreč (Jozić, 2021). The *Economic Development Strategy of the City of Poreč 2015-2020* points out that tourism-related activities represent the backbone of the city's development.

3.1. Strategic and Spatial Development Documents of the City of Poreč

The city of Poreč envisions the potential for future sustainable development through an extended tourist season, the balance between service and production activities, and investments in infrastructure and environmental conservation. Along with other sector strategies, in accordance with the new legal framework from 2017, the city started drafting the *Strategic Development Plan for the period from 2021 to 2031*. (City of Poreč – Parenzo, 2021)

In the process of developing the plan, a large number of workshops and focus groups were held, bringing together representatives of different associations, small entrepreneurs, institutions, tourism workers, national minorities and other local stakeholders, as well as representatives of city committees as advisory bodies and representatives of the city administration. The focus groups were thematically organized in six areas: history and key determinants of the City's identity, demography and spatial development, economy, society, environment and infrastructure, and city management. The SWOT analysis and detailed analysis of the current situation of each of the areas mentioned were carried out, the summary of which was integrated into the plan.

During the preparation of this document, compliance with the legislative and strategic framework was taken into account, and emphasis was placed on minimizing the impact on the environment and mitigating the consequences of climate change through compliance with the European Green Plan, as well as on continuing to monitor the digitization trend through the implementation of solutions based on new technologies in all spheres of social and business life.

Public policy priorities for this mid-term period were selected in accordance with the vision of the city's development and the necessity of solving key development needs, in accordance with the possibilities of realization and available financial resources. The process of creating the document was coordinated by *Entrepreneurship Incubator Poreč d.o.o.*, as a local coordinator for the execution and coordination of strategic planning and development management for the city of Poreč. The author of the document is the renowned consulting company *Projekt Jednako Razvoj d.o.o.* from Zagreb. (City of Poreč



– Parenzo, 2022a)

Figure 1. Coordination Regional Plan of the Upper Adriatic

Source: Archiv of the Department of Urban Planning, Spatial Planning and Landscape Architecture, Faculty of Zagreb

The beginning of spatial planning in Istria was prompted by the founding of the *Urban Institute of Croatia* (UIH) in 1947, the *Urban Institute for Rijeka, Istria, and the Northern Primorje* in 1952, and the adoption of the *Law on Urban and Regional Planning* in 1961, which started organized spatial planning activities on the Istrian peninsula. Two plans that should be particularly highlighted as important for the planning of Istria, and thus of Poreč, are the *Regional Spatial Plan of Istria* from 1969 and the *Coordination Regional Plan of the Upper Adriatic* from 1971-1972, which especially appreciated the possibilities of tourism development. (Nefat, 2002)

The legislative framework of the 1970s and 1980s defined the administrative organization of the area, and thus the scope of spatial planning documentation. The spatial plans of Istrian municipalities of the time (Buje, Buzet, Labin, Pazin, Poreč, Pula, and Rovinj) were based on the two mentioned regional plans and the economic development guidelines of the time, which contained a comprehensive planning instrument. This was followed by the preparation of urban masterplans and urban development plans and a series of plans for different locations and uses, which regulated spatial development and protection, with special emphasis on the coastal area.

The Law on the Areas of County, Cities and Municipalities in the Republic of Croatia from 1992 defined a new administrative and spatial division. The new administrative division of space resulted in the need for a new generation of spatial planning documentation. The *County plan of Istria* from 2002 was based on the aforementioned spatial plans of the wider area, as well as on the spatial plans of the former Istrian municipalities. (Hrvatin and Grgurević, 2007)

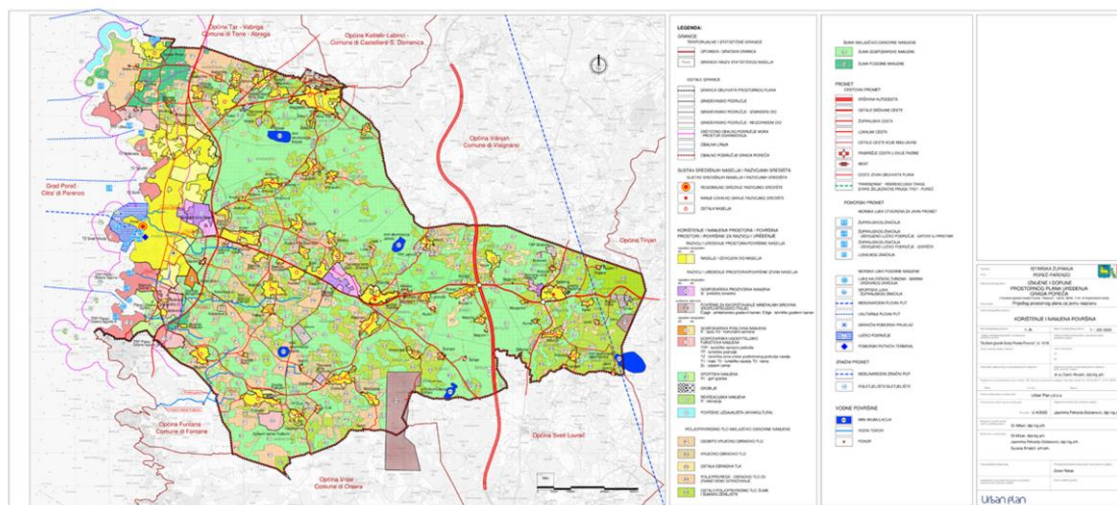
Spatial development in the past years, as well as the spatial determinants of the future development of the City of Poreč, are defined by the *Spatial Development Plan of the City of Poreč - Parenzo*, the *General Urban Plan of the City of Poreč - Parenzo*, and by approximately fifty Urban development plans and Detailed development plans, which cover most of the area of Poreč and surrounding settlements. The number of spatial plans of lower levels is an indicator of a systematic approach to the development of the city, i.e., a clear vision of the way in which scarce spatial resources should be valorised or preserved.

Amendments to the *Spatial plan* and the *General Urban Plan of the City of Poreč* are both underway. Although the need for changes and additions to the spatial planning documentation in the city of Poreč is not frequent, which indicates good planning, the need for modernizing the plan, rationalizing costs, new projects, implementing new land uses, and providing infrastructure that can be sufficient even during a tourist season when there is an extremely large influx of tourists in the area.

The General urban plan regulates the spatial development of the settlement of Poreč, while the Spatial development plan regulates, in addition to the central settlement, all associated settlements within the administrative boundary of the local self-government unit.

The Spatial plan determines development of activities and land use, as well as the conditions for sustainable and balanced development. It particularly determines:

- distribution of population including definition of settlement areas, urban renewal of existing built-up areas and rehabilitation of degraded urban and rural areas,
- distribution of activities with guidelines and priorities for achieving the goals of spatial planning,
- agricultural land and forests, water sources and water management systems, mineral raw materials exploitation areas, natural, cultural-historical and landscape values, and endangered areas,
- basic public and communal infrastructure,
- locally significant spatial interventions, and
- conditions for the implementation of a spatial plan (land use, conditions for construction inside and outside of the settlement boundary, general conditions and standards of land equipment and mandatory connection of buildings to communal and other infrastructure, measures for environmental protection,



mandatory detailed plans, etc.).

Figure 2. Amendments of the Spatial Development Plan of the City of Poreč - Parenzo
Source: City of Poreč – Parenzo, 2022b.

The General urban plan determines the directions for the development of activities and land use, as well as conditions for the sustainable and balanced development of a town

Figure 3. *Amendments of the General Urban Plan of the City of Poreč - Parenzo*

Source: City of Poreč – Parenzo, 2022c.

3.2. Repurpose Poreč: Development Vision 2050

In order to anticipate the future development of the city, the scenario tool as one of the few *par excellence* tools for planning future development was used. Detailed analysis of the current condition of the subject area and the existing spatial planning documentation served as the basis for a SWOT analysis of society, economy, space, and environment, with an aim to define the proposal of different development scenarios for the future 30-year period. In accordance with the set goals and possible scenarios, the development vision based on determined desirable elements was proposed. For the three selected areas in the city of Poreč, detailed development proposals and projects for future development were defined as representative examples of the possible direction of spatial development.

3.2.1 Possible Scenarios for the Development of the City of Poreč

3.2.1.1 Scenario 1 – Tourism

Poreč has been the metropolis of Croatian tourism since the 1970s. A city rich in cultural and historical monuments, an exemplary horticultural arrangement, with various types of tourist accommodation and facilities, especially sports and recreation, is the most frequent target of European tourists in Croatia, especially from Germany, Austria, Italy and, Slovenia. Poreč became famous as a tourist destination in the 1950s with the construction of tourist resorts on the coastline, where active summer vacations were promoted. During the 1970s and 1980s, along the entire Poreč coast, from Lanterna in the north to Blue and Green Lagoon in the south, construction of hotels, tourist resorts, camps, sports, and entertainment centres began. Today, the Poreč-Vrsar Riviera can host more than 100,000 tourists daily. A strong hotel and communal infrastructure, as well as the general tourist orientation of local entrepreneurs, politicians, and the population, for whom this activity is the most important source of income, contributed to Poreč being the first to emerge from the crisis brought to Croatian tourism by the Homeland war. Many renovated hotels, continuous care for the horticultural arrangement of the city and its surroundings, and high ecological standards bring Poreč recognition not only from numerous guests, but also from official tourism institutions. According to the statistical data, in 2016, there were a total of about 28,000 beds in hotel accommodation, private accommodation and campsites in the city area. (City of Poreč - Parenzo, 2023; Jozić, 2020)

The Economic Development Strategy of the City of Poreč 2015-2020 (2015) highlighted

the attractiveness of the area (influence of tourism), the multiplier effect of tourism (economic and social impact), the existence of the Institute for Agriculture and Tourism, and the tradition of tourism and related activities as a comparative advantage for the population, entrepreneurship, spatial planning, and infrastructure development, while a mono-economic character with tourism as a fundamental activity was recognised as a weakness of the economy. The change in the economic structure from mono-economic to multi-economic by combining production and service activities as well as the transition from seasonal to a year-round destination, stand out as development opportunities. A SWOT analysis in the field of tourism was carried out, showing in detail all strengths, weaknesses, opportunities, and threats.

Along with other elements, defining the vision of the economy finds its origin in tourism based on natural and cultural-historical heritage and new tourist attractions. Strategic goal 4 is *Poreč - a globally recognizable tourist destination*.

The scenario of future development foresees the City development based exclusively on tourism, following the direction in which Poreč has developed over the years.

It is assumed that the tourist area will expand considerably by 2050.

The scenario envisages:

- Exploitation of the potential of spatial and natural features of the landscape in the direction of attracting tourists.
- Economic gains and development based on tourism.

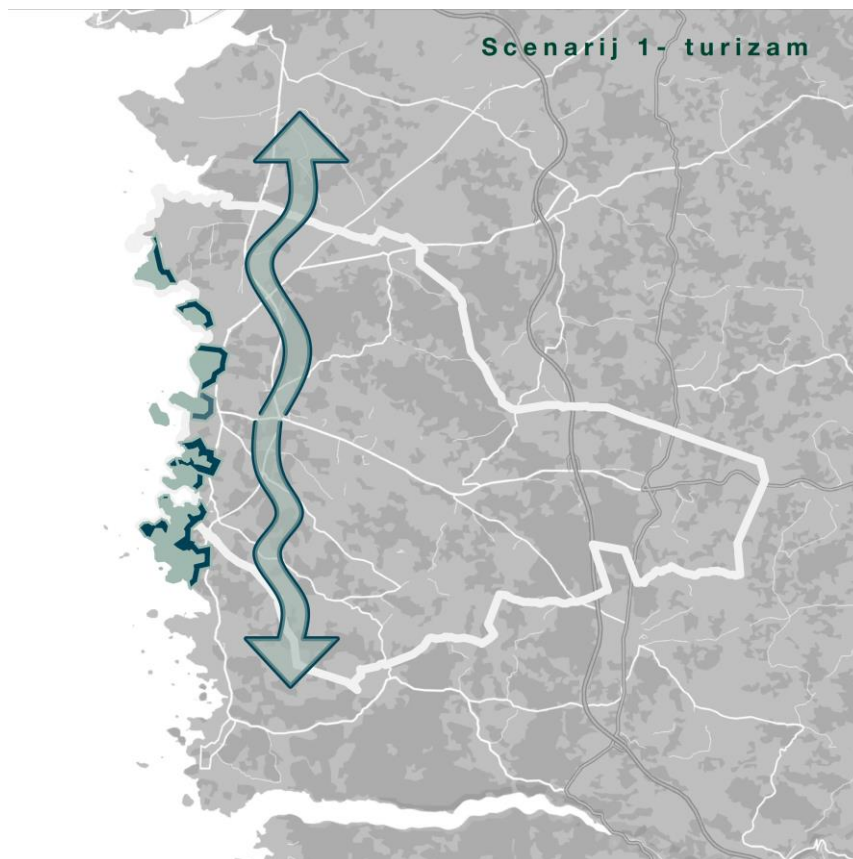


Figure 4. *Scenario1 - Tourism*

Source: Jozić, 2021.

The assumed positive effects of the *Tourism scenario* are: organisation of numerous events in order to attract as many people as possible, economic profit primarily from tourism, creation of new jobs, and additional investments in infrastructure.

The assumed negative effects of the *Tourism scenario* are: reduction and pollution of the natural environment, sea pollution, exploitation of land along the coast, increase in real estate prices, gentrification of the city centre, development of the periphery, endangering the historical heritage, insufficient development of other economic activities, insufficient opening of jobs for highly qualified workforce and immigration of foreign population.

3.2.1.2 *Scenario 2 - Agriculture*

The City of Poreč covers an area of 139 square kilometres. Throughout the history, until the development of tourism, the inhabitants of Poreč lived almost exclusively from agriculture and fishing. The landscape of the Poreč region is rich in Mediterranean vegetation, with pine forests and green macchia, as well as agricultural areas with high quality red soil suitable for cereals, orchards, olive groves, and vegetables. Agricultural areas have a significant share in the overall area of the city. Today, the area of the Poreč region is known for the production of organic food, olives, grapes, and quality wine varieties such as *Malvazija*, *Borgonja*, *Merlot*, *Pinot* and *Teran*, which forms an important part of the Poreč economy. The Institute for Agriculture and Tourism, a public scientific institute operating within the Ministry of Science, Education and Sports of the Republic of Croatia, is located in the city of Poreč. The main activity of the Institute is the application of scientific research in agriculture and tourism through the implementation of scientific and professional projects in the fields of viticulture, winemaking, olive cultivation and production of olive oil, agro-economics, and tourism. (Jozić, 2020)

The Economic Development Strategy of Poreč 2015-2020 highlights the existence of the Institute for Agriculture and Tourism as a comparative advantage for the development of entrepreneurialism, and as an opportunity for the development of agricultural production, especially olive cultivation and olive oil, as well as viticulture and winemaking.

Along with other elements, defining the vision of economic development is based on agriculture and agriculture-related production, especially viticulture, winemaking, olive growing, and oil production in synergy with tourism. Development of entrepreneurship was set as Strategic Goal 3, and as a priority 3.1. Development of small and medium

enterprises. For this priority, the following measures and projects were set: 3.1.10 Development of agriculture and mariculture, 3.1.10.1 Development of ecological and integrated agricultural production, 3.1.10.2. Encouraging the use of modern methods of production and processing of agricultural products, 3.1.10.3. Evaluation of unused agricultural land owned by the Republic of Croatia, 3.1.10.4. Creation and implementation of the evaluation program of private agricultural land, 3.1.10.5. Branding of indigenous agricultural products, 3.1.10.6. Education of farmers, 3.1.10.7. Encouraging the production of new and profitable agricultural crops for which there are natural prerequisites, 3.1.10.8. Connecting large entrepreneurs, preschool institutions, primary and secondary schools with manufacturers of food products and beverages, and 3.1.10.9. Development of mariculture.

The development of the city area is expected to be in the direction of agriculture until 2050.

The scenario envisages:

- Encouraging the development of agriculture with the aim of increasing and preserving agricultural production through various forms of co-financing,
- increasing employment on private farms,
- preserving rural areas, and
- achieving quality production on a larger scale.

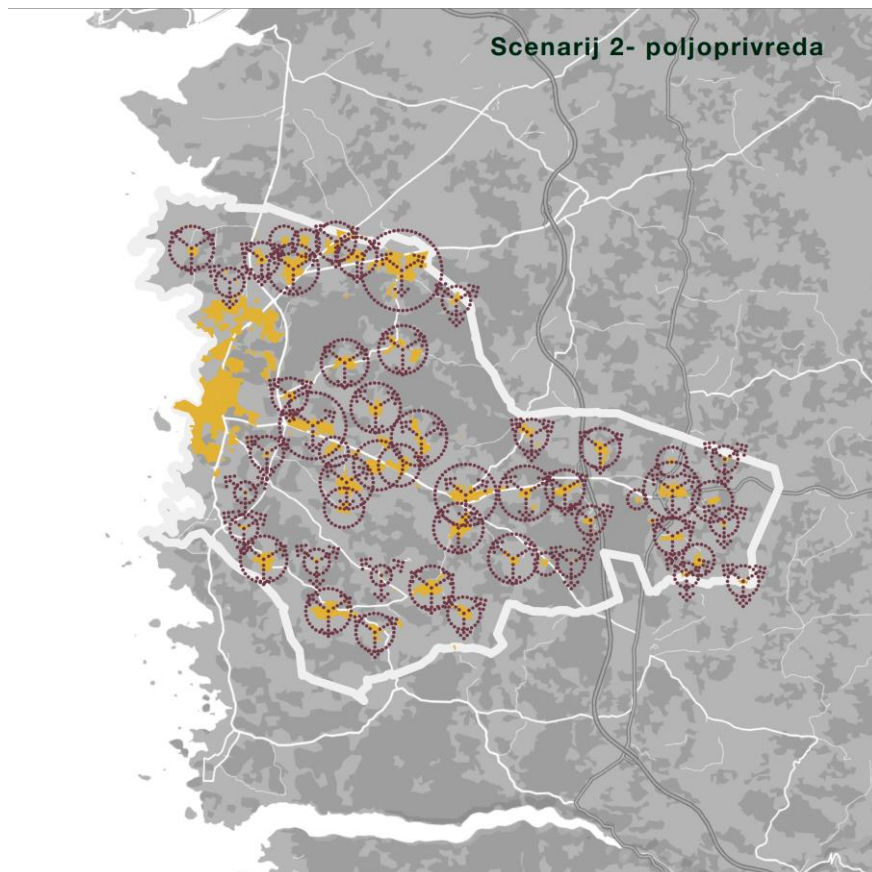


Figure 5. Scenario 2 - Agriculture

Source: Jozić, 2021.

The assumed positive effects of the *Agriculture scenario* are: creation of new jobs, reduction of natural environment pollution, preservation of land from excessive construction, production of healthier food, and thereby creating prerequisites for a healthier life of the population, preservation of coastal area, and economic independence from tourism.

The assumed negative effects of the *Agriculture scenario* are: gentrification of the city centre, insufficient development of other economic activities, insufficient opening of jobs for highly qualified workforce, increase in the built-up area of the periphery, economic decline, reduction of funds for preservation of architectural heritage and infrastructure development.

3.2.1.3 Scenario 3 - Facilities

According to the population census from 2021, Poreč has 53 settlements and a total of 16,607 inhabitants, of which 8,841 live in the central settlement and the remaining 7,766 live in the surrounding settlements. After Pula, Poreč is the largest Istrian city. Most of the inhabitants are Croats, but there are significant national minorities of Italians, Slovenians, Albanians, and Serbs.

The analysis of the current situation indicates a concentration of tourist facilities in the coastal area, while commercial facilities are distributed throughout the city. There is a deficit of public and social facilities, which are located mainly in the city centre and in the northern part of the city area.

In the *Economic Development Strategy of the City of Poreč 2015-2020*, the high degree of entrepreneurial and craft activity of the population, small and dynamic business entities, and the existence of the Institute for Agriculture and Tourism are highlighted as strengths of entrepreneurship development. Weaknesses of entrepreneurship development are unfavourable trends in the number of active trades, the low level of economic added value created by business entities, and the lack of content for young people. Recognised opportunities are: opening of new businesses in trade, entertainment and recreation (larger number of potential jobs), development of new residential zones and public facilities, continuation of public works with the aim of building new and improving existing public and social facilities and communal infrastructure and creating assumptions for further development of economic activities, further arrangement of business zones, facilitation of activities for small entrepreneurs, and improvement of sports infrastructure (bicycle paths, soccer fields, olympic

swimming pool).

Along with other elements, defining the economic vision finds its origin in public facilities. Construction of new and development of existing public facilities and communal infrastructure according to the principles of sustainability and rationality was set as strategic goal 2, with priority 2.1 Construction of new and development of existing public facilities and communal infrastructure respecting the principles of sustainability and rationality. The measures set for this priority were: 2.1.1 Revitalisation of the historic core and the city centre, 2.1.2. Revitalisation of the city waterfront, 2.1.3. Construction of public facilities, 2.1.4. Construction of sports and recreational facilities, 2.1.5. Construction/renovation of other facilities of social importance. Specific projects have also been determined for the implementation of the above-mentioned measures.

Spatial development based on the attraction of the population with new facilities by 2050.

The scenario envisages:

- Attracting and retaining the population by introducing new content that is not based exclusively on tourism, but also on various public and social activities in order to create multiple opportunities for the population.
- Opening of new business branches and cultural attractions in the city area.

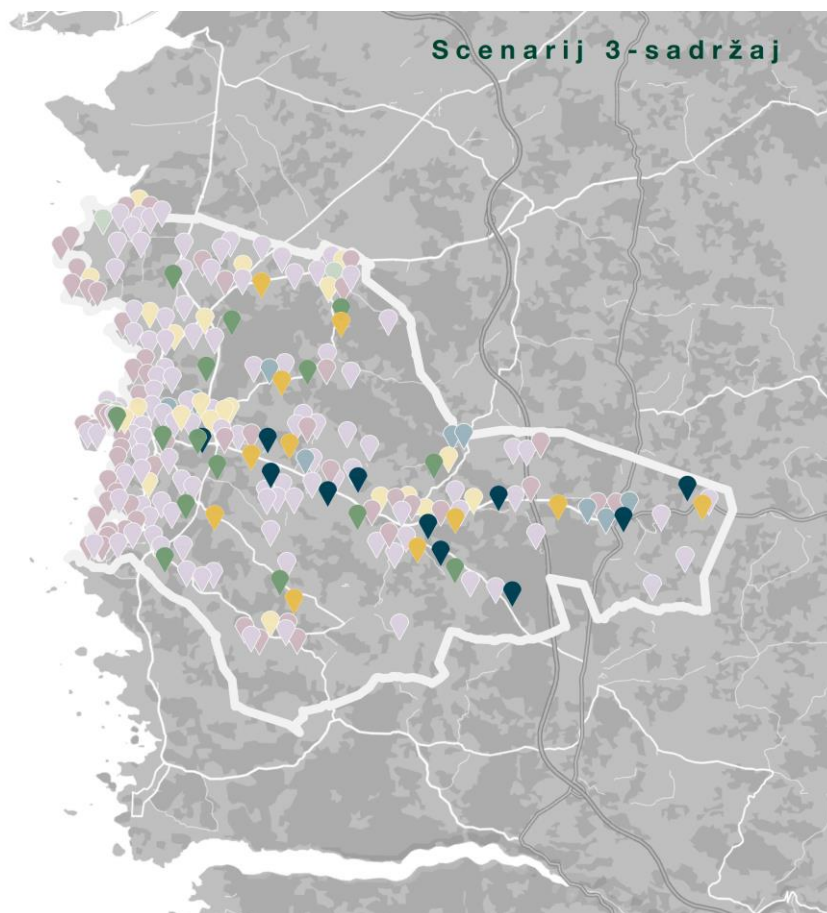


Figure 6. *Scenario 3 - Facilities*

Source: Jozić, 2021.

The assumed positive effects of *Facilities scenario* are: organisation of numerous events in order to attract as many people as possible, a higher quality of life for the existing population, reversing the gentrification process, investments in culture, education, and new business branches in the city area, creating new jobs for the highly educated population, conservation of coastal area, and achieving independence from tourism.

The assumed negative effects of *Facilities scenario* are: an increase in the built-up area of the periphery, a decrease in economic profits, increased immigration, and reduction of funds for preservation of architectural heritage and infrastructure development.

3.2.2 Selected Optimal Scenario – Development Vision for the City of Poreč until 2050

The recognizable image of the city of Poreč is a result of the cultural and historical heritage, agricultural areas and forests, and the characteristic tourist infrastructure. Its characteristics must remain recognizable, and the planned expansion of the built area must preserve the image of the city, the sea coast, and the hinterland recognisable by its

forests and agricultural fields. The way the city expands must, therefore, be strictly defined by spatial planning documentation and focused on preservation of the natural and cultural landscape.

To avoid negative effects of spatial development, it is necessary to consider the carrying capacity of the space in relation to the built-up area, economic activities, and the number of people (primarily tourists), and to ensure sustainable development based on the preservation of spatial resources, especially agricultural areas, forests, the coastal area and the sea.

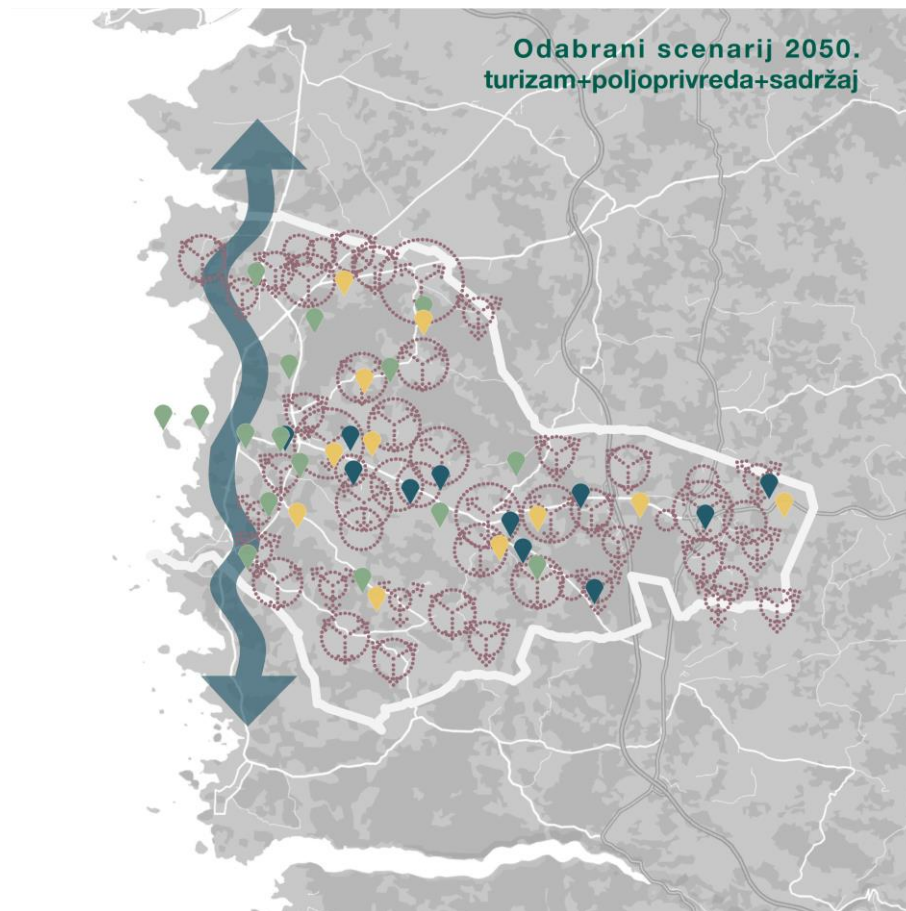


Figure 7. The Development Vision of the City of Poreč

Source: Jozić, 2021

The integration of three possible directions of development of the city of Poreč (tourism, agriculture, and facilities) aims to minimise the negative effects of each individual scenario, and to create new possibilities that could result in positive changes in the area.

The vision ensures attracting and retaining the population with the establishment of

new public and social facilities (especially educational) and opening new business branches and cultural attractions in the city. Incentives for investment and agricultural development are planned, which would contribute to quality of life. Different forms of co-financing would enable the increase of agricultural production on family farms and small private estates, which would emphasise the importance of rural areas. By maintaining the quality of existing tourist infrastructure, along with the construction of additional public and cultural facilities, economic development will be ensured, and the development of the area will have a positive effect on its inhabitants.

The assumed positive effects are: organisation of numerous events in order to attract as many people as possible, a higher quality of life for inhabitants, investments in culture, education, and new business branches, creating new jobs for the highly educated population, preservation of coastal area, achieving independence from tourism, reduction of natural environment pollution, preservation of land from excessive construction, production of healthier food, and thereby creating prerequisites for a healthier life of the population, and investments in infrastructure.

The assumed negative effects are: immigration of foreign population, reduction of funds for preservation of architectural heritage and infrastructure development, gentrification of the city centre, sea pollution, and rise in real estate prices.

The chosen scenario, that is, the development vision, is realised through the synergistic action of three development goals.

Goal 1. Improvement of quality of life, public and social infrastructure, and human potential

Public infrastructure and services are important components of the social standard of the community, which significantly affect the increase in educational, health, and cultural standards, and the availability and quality of housing enhance the overall quality of life of all social groups. The goal is achieved through the following priorities: development of education, lifelong learning, and improvement of employment, improvement of public and social infrastructure and services, and improvement of housing standards.

Goal 2. Development of a competitive and sustainable economy

This goal contributes to the development of a competitive economy through the development of entrepreneurial infrastructure and services, as well as business zones. The goal is achieved through the following priorities: competitive entrepreneurship and craftsmanship, scientific and technological development and innovation, the development of tourism and culture and sustainable use of natural resources.

Goal 3. Improvement of the environmental, natural and architectural heritage and space management

The effort is to improve quality of life and the quality of all spatial components by encouraging the protection and preservation of the environment and natural resources, the improvement of communal infrastructure, sustainable mobility, the rationality of energy use and the concern for climate change, and sustainable development. The goal is achieved through the following priorities: protection and improvement of the quality of the environment and nature, improvement of the infrastructure system, the sustainable mobility, especially the development of public transport, and sustainable spatial development.

The distribution of 16 general development guidelines for the Poreč area is shown in Figure 8.

The guidelines are: 1) Transport infrastructure; 2) Integrating public transport; 3) Cycling and pedestrian infrastructure; 4) Water supply, drainage and wastewater treatment system; 5) Coastal protection; 6) Waste management; 7) Entrepreneurial support infrastructure system; 8) Development of educational institutions; 9) Development of agriculture and marketing of locally produced products; 10) Cultural heritage and tourism; 11) Green infrastructure and natural heritage; 12) Urban renewal and energy efficiency; 13) Improving youth employment opportunities; 14) Development of health infrastructure and services; 15) Introduction of public facilities; 16) Coordination and networking of spatial development.

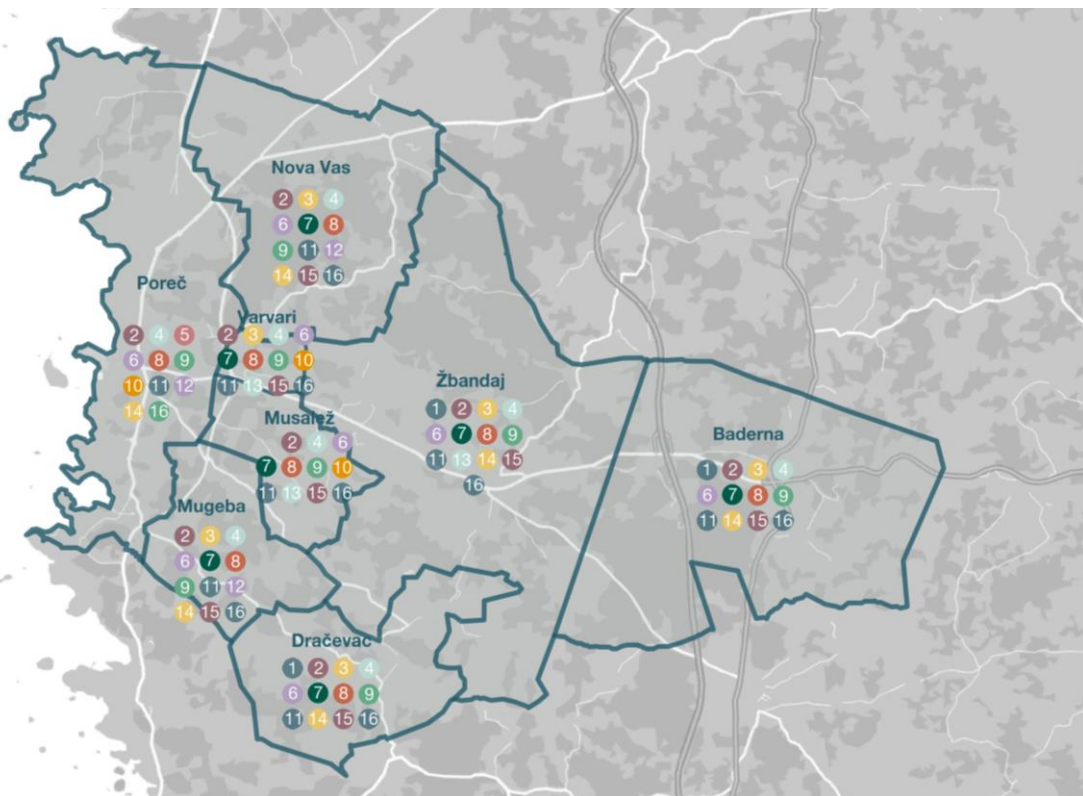


Figure 8. The Development Guidelines

Source: Jozić, 2021.

3.2.3 Three Selected Areas of Development

In order to present the elements of the development vision and development goals, based on the set criteria, areas around three settlements were selected. The first selection criteria was a different location within the administrative area of the city. The second criteria were greater differences in the number of inhabitants, and the third criteria was the specific characteristics of the area, a tourist settlement, a settlement with a business zone, and a settlement with a distinct natural and cultural landscape.

Červar - Porat is a coastal tourist apartment settlement with 381 inhabitants. Žbandaj is a well-connected settlement located in the hinterland, in the central part of the Poreč administrative area, with 538 inhabitants and a business zone. Čuši is a hinterland settlement located in the southern part of the administrative area of Poreč, with only 27 inhabitants, and a characteristic natural and cultural landscape.

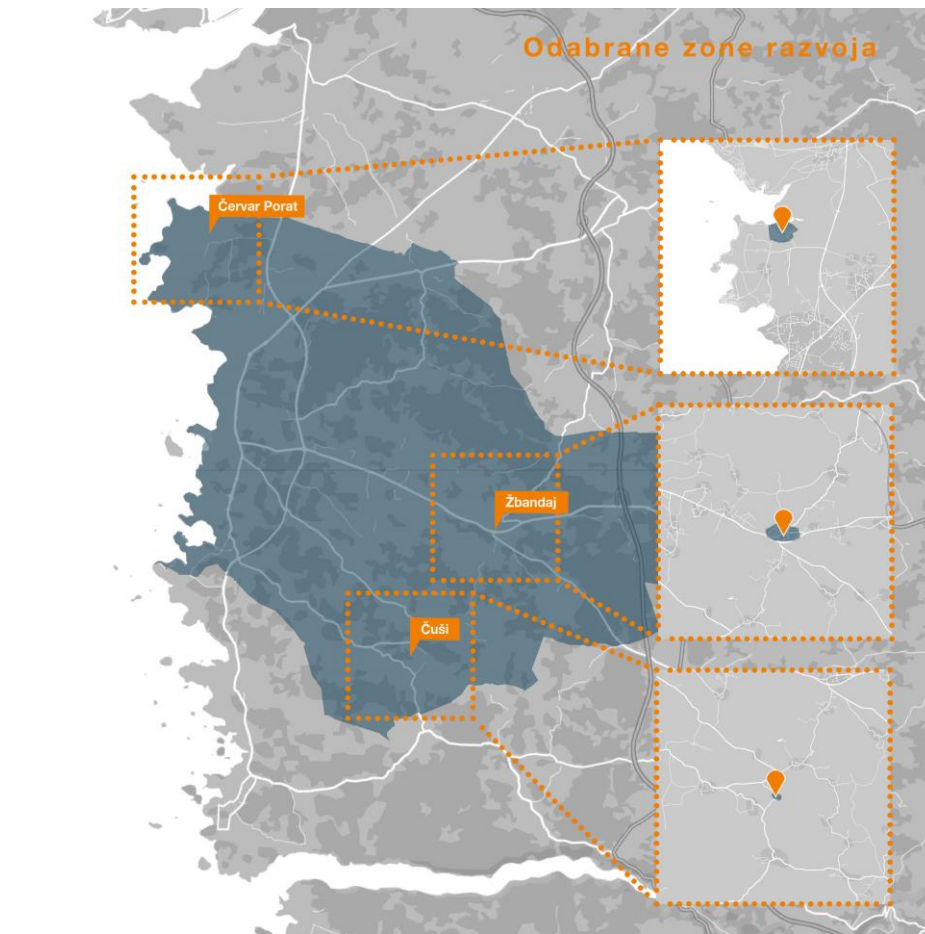


Figure 9. Selected Development Areas in the Area of Poreč
 Source: Jozić, 2021.

In the area around the settlement of Červar-Porat, three scenarios are integrated, with an emphasis on the development of a tourist and cultural centre. To encourage development, the implementation of cultural and educational institutions, as well as tourist facilities. The development of circular agriculture is foreseen around the settlement, and the distribution is planned on the various markets located in the settlement. To stimulate other economic activities, the development of various economic and business facilities along the main transport infrastructure is encouraged.

In the area around the settlement of Žbandaj, three scenarios are intended to be integrated, with an emphasis on the development of a business and economic centre. To encourage development, the business infrastructure is proposed, which would especially open up the possibility of employment for young people. The development of circular agriculture is planned around the settlement, and the distribution is planned on the

Space, as a valuable and limited resource, represents a special value for every country. Therefore, special attention should be paid to its planning and development. Long-term planning and defining the vision for the development of a certain area is of particular interest for society. Therefore, it is necessary to achieve the synergy between strategic planning and spatial planning to achieve appropriate spatial development while preserving all valuable components.

The long tradition of planning in Istria and Poreč shows significant care for the space and long-term consideration of its development. In addition to the *Spatial Plan* and the *General Urban Plan of the City of Poreč*, there are about 50 detailed urban development plans covering the central and surrounding settlements. According to the new legislative framework that determines strategic planning, the City of Poreč has started to draft a *Strategic Development Plan for the period from 2021 to 2031*. Since the amendments to the *Spatial Plan* and the *General Urban Plan of the City of Poreč* are both underway, there is an opportunity to coordinate the elaboration of the city strategic development plan and spatial planning documentation as an instrument that directs the spatial development.

Here, we would like to emphasise the importance of education of architects, urban, and spatial planners, dealing with space on various scales so that they would be able to play different roles highlighted by ECTP-CEU in the *Charter of European Planning*. The Master Course in Architecture and Urbanism at the Faculty of Architecture in Zagreb, that is, the spatial planning workshops, represents a platform for student education about strategic thinking and planning. Strategic thinking, which requires intuition and creativity to formulate an integrated perspective, a vision, enables students to develop creativity and anticipate future spatial development using the scenario tool.

The comparison of three proposed scenarios for the development of the city of Poreč in the context of the *Economic Development Strategy of the City of Poreč 2015-2020* (which was not discussed at the workshop in question) shows an effort to find a balance between the various elements proposed by the sectoral strategy through comprehensive planning.

The aim of the set goals was the arrangement of the development vision with as many positive effects as possible, preserving the natural and cultural potential of the area and using its advantages at the same time. The proposed vision sought to meet the needs of the inhabitants by introducing missing or insufficient public facilities to improve the quality of life and encourage the development of settlements that have specific spatial potential. The connection of different development elements and their spatial distribution contributed to the components of sustainable development of the area.

5. Conclusion

Although the legislative framework in some countries, as in the Republic of Croatia, has a separate system of strategic and spatial planning, it is necessary to achieve their synergy and harmonisation. Since spatial planning is cross-disciplinary, involving different professionals and actors in complex processes, the education of spatial planners, urban planners and architects whose focus is the space and the interest of society, the role for which they prepare during education is of great importance.

Students are taught to work for the benefit of the community, predicting possible development scenarios, and that through the evaluation process they can choose the most appropriate direction and propose a vision for the long-term development of a specific area. Going through different stages and scales in the planning process, they are taught how to balance the various long-term needs of the users, i.e., the community, and how to implement their vision of development through the legislative framework, i.e., spatial planning documentation and policies, programmes, and projects into practise.

In addition to strategic planning based on comprehensive analyses of the causes and consequences of certain activities, education encourages strategic thinking through intuition and creativity, with the aim of formulating an integrated vision of development for cities and regions in order to achieve the development planning goals and the highest possible quality of life in the future.

References

- Bonn, Ingrid (2001) Developing Strategic Thinking as a Core Competency. *Management Decision*, 39(1), pp.63-76.
- City of Poreč - Parenzo (2015) *Economic Development Strategy of the City of Poreč 2015-2020*. [Online] Available from: <http://www.porec.hr/sadrzaj/dokumenti/Strategija%20gospodarskog%20razvoja%20Grada%20Pore%C4%8Da%20-%20Parenzo%202015.%20-%202020.%20godine.pdf> Accessed [16/05/2023].
- City of Poreč - Parenzo (2021) *Every resident of Poreč will be able to participate in the elaboration of the Poreč Development Plan 2021-2031*. [Online] Available from: <http://www.porec.hr/prva.aspx?j=cro&stranica=83315> Accessed [15/05/2023].
- City of Poreč - Parenzo (2022a) *After focus groups and workshops, a public consultation is underway for the elaboration of the Development Plan for the City of Poreč-Parenzo for the period from 2021 to 2031*. [Online] Available from: <http://www.porec.hr/prva.aspx?stranica=97252&j=CRO&fbclid=IwAR3W8pguwM6siVivcxu6GjmHGz5pLr6DDGIZf0QWFp2UYR8QLy2lBhAtbeA> Accessed [15/05/2023].
- City of Poreč - Parenzo (2022b) *Amendments of the Spatial Development Plan of the City*

- of Poreč - Parenzo [Online] Available from: <http://www.porec.hr/prva.aspx?stranica=96464> Accessed [16/05/2023].
- City of Poreč - Parenzo (2022c) *Amendments of the General Urban Plan of the City of Poreč - Parenzo GUP* [Online] Available from: <http://www.porec.hr/prva.aspx?stranica=97235&j=CRO> Accessed [16/05/2023].
- Croatian Bureau of Statistics (2022) *The final results of the Census 2021 have been published.* [Online] Available from: <https://dzs.gov.hr/vijesti/objavljeni-konacni-rezultati-popisa-2021/1270> Accessed [16/05/2023].
- ECTP-CEU (2013) *The Charter of European Planning.* [Online] Available from: <https://ectp-ceu.eu/2013-the-charter-of-european-planning/> Accessed [16/05/2023].
- Graetz, Fiona (2002) Strategic Thinking versus Strategic Planning: Towards Understanding the Complementarities. *Management Decision*, 40(5/6), pp.456-62.
- Hrvatini, Damir and Oleg Grgurević (2007) Kontinuitet procesa izrade prostornih planova na području zapadne Istre / Continuity in Developing Physical Plans in West Istria. *Prostor*, 15(2007), 2(34), pp. 250-259.
- Ivančić, Iva (2023) 'Synergy of Strategic and Spatial Planning in the City of Pula', (unpublished Final Work), Zagreb, University of Zagreb.
- Jozić, Paula (2020) 'Repurpose Poreč: Development Vision 2050', (unpublished project Workshop 3: Spatial Planning), Zagreb, University of Zagreb.
- Jozić, Paula (2021) 'Urban-architectural solution for the revitalisation of the public space of the Peškera bay in the town of Poreč', (unpublished Master thesis), Zagreb, University of Zagreb.
- Liedtka, Jeanne (1998) Linking Strategic Thinking with Strategic Planning. *Strategy and Leadership*, 26(4), pp.30-35.
- Milić, Bruno (1990) *Razvoj grada kroz stoljeća: Prapovijest – antika / Development of the City through the Centuries: Prehistory - Antiquity.* Zagreb: Školska knjiga.
- Ministry of Regional Development and EU Funds of the Republic of Croatia (2023) *System of strategic planning and development management of the Republic of Croatia.* [Online] Available from: <https://razvoj.gov.hr/sustav-strateskog-planiranja-i-upravljanja-razvojem-republike-hrvatske-4570/4570> Accessed [16/05/2023].
- Mintzberg, Henry (1994) The fall and rise of strategic planning. *Harvard Business Review*, (January-February), pp.107-114.
- Nefat, Bruno (2002) *Leksikografski zavod Miroslav Krleža, Istarska enciklopedija - Prostorno planiranje / Spatial Planning.* [Online] Available from: <http://istra.lzmk.hr/clanak.aspx?id=2240> Accessed [16/05/2023].
- Official Gazette (2017) *Strategija prostornog razvoja Republike Hrvatske / Spatial Development Strategy of the Republic of Croatia* [Online] Available from: https://narodne-novine.nn.hr/clanci/sluzbeni/2017_10_106_2423.html Accessed [16/05/2023].
- Official Gazette (2021) *Nacionalna razvojna strategija Republike Hrvatske do 2030.*

Godine / National Development Strategy of the Republic of Croatia until 2030 [Online]
Available from: https://narodne-novine.nn.hr/clanci/sluzbeni/2021_02_13_230.html
Accessed [16/05/2023].

Zakon.hr (2020) *Zakon o prostornom uređenju / Physical Planning Act, NN 153/13, 65/17, 114/18, 39/19, 98/19* [Online] Available from:
<https://www.zakon.hr/z/689/Zakon-o-prostornom-ure%C4%91enju> Accessed
[16/05/2023].

Zakon.hr (2022) *Zakon o sustavu strateško planiranja i upravljanja razvojem Republike Hrvatske / Law on the System of Strategic Planning and Development Management of the Republic of Croatia, NN 123/17, 151/22* [Online] Available from:
<https://www.zakon.hr/z/975/Zakon-o-sustavu-strate%C5%A1kog-planiranja-i-upravljanja-razvojem-Republike-Hrvatske> Accessed [16/05/2023].