

Beyond the Orthodoxy of New Public Management: The Outcome Evaluation in the Italian Strategic Cities

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Collaboration is still being debated in public management studies. As specific way of creating public value, the collaborative working is mainly encouraged by the austerity, that implies putting resources together, not only the financial ones. Hence, new forms of service integration are asked in order to improve public service delivery in a more efficient and effectiveness way. Even if public administrations have embraced this trend, the focus adopted is mainly oriented to the planning and the programming approach rather than to the evaluation phase. What is the outcome of public service delivered through a collaborative approach? What is the outcome evaluation of the collaborative process? These kinds of outcome are evaluated? This study aims at investigating which kind of outcome is outlined by the Italian Strategic Cities in their collaborative strategic planning for cultural services delivery. As a main finding, the research extends the knowledge on the outcome evaluation of the collaboration in terms of process and in terms of impact of public services delivered.

Keywords: outcome evaluation, strategic plan, collaborative working, cultural services, strategic cities

Collaboration for public service delivery has been particularly debating in public management studies (Blomgren Bingham & O'Leary, 2006; Kettl, 2006; Weber & Khademan, 2008). The context of austerity, due to the global crisis and to the necessity of respecting the financial parameters imposed by the EU (European Union) legislation, has led the EU member states to apply new form of managing public resources in a more efficient and effectiveness way. This study aims to investigate which kind of outcome is outlined by the Italian Strategic Cities in their collaborative strategic planning for cultural services. As a consequence, the research contributes to extending the debate on the outcome evaluation of the collaboration in terms of process and in terms of impact of public services delivered.

More specifically, the context of this research is the cultural heritage field, where the collaborative working of local government with other (profit or non-profit) organizations is mostly spread. It occurs especially in Italy where the shrinking budget addressed to cultural heritage leads local authority to choose new forms of service integration in order to improve cultural service delivery.

In order to achieve its research objective, this study proceeds as follows. The next section describes the theoretical framework which deals collaboration as one of the three modes of service integration (cooperation,

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coordination, and collaboration). Then, the research context has been described. The third section explains the research methodology adopted, which is based on multiple case studies. The fourth section provides an overview of the state of art of collaborative process characterizing each city belonging to Italian Network of Strategic Cities (INSC). The final section discusses the preliminary findings and opens up further research pathways.

From the Collaborative Governing Process to the Collaborative Outcome in the Cultural Heritage Context

The term “collaboration” comes from the Latin word *collaborare* (composed of *cum* = “with” and *laborare* = “working”) that means “to work with”. It has been introduced in public management language in order to identify a specific way of creating public value (Moore, 1995): the joined work among different actors (such as private or not-for-profit organizations), including citizens and their official public representatives (local authorities). The territorial stakeholders are called to participate to the collaborative process in a “double dress”: as users of public service, and as co-governors and co-producers of that value, whereas they are engaged in the organizations involved in the collaborative process of governing and delivering public service. The larger stakeholders’ participation to the public policy and management contributes to extend the democracy in practice, guarantying a grater “consensus” of public policy choices (Blomgren Bingham & O’Leary, 2006). Meanwhile, it adds complexity in assessing the outcome of the collaborative process (Mathur & Skelker, 2007).

The collaborative outcome is twofold: task-oriented or related to the community capacity-building. Regarding the latter, the collaborative outcome is referred to the capacity of the partnerships to stimulate the community problem solving (Ostrom, 1990), to develop inter-organizational learning (Chen, 2010), and to transfer instrumental transaction in socially embedded relationships (Ring & Van de Ven, 1994). These collaboration effects are consistent with the “perceived effectiveness” of the collaborative working on the side of the participants. Indeed, the collaborative process boosts the community capacity building, fostering the collaborative governing practices, such as collaborative policy designing and planning (Blomgren Bingham & O’Leary, 2006).

The tasked-oriented collaborative outcome is referred to the achievement of goals, pursued by the collaboration in terms of improving the public service delivery (Gray, 2000). It corresponds to the “perceived effectiveness” of collaborative working on the side of the users.

Previous research has attempted to understand the impact of (inter-organizational or intra-organizational) collaboration on both organizational and government performance (Whitford, Lee, Yun, & Jung, 2010). Recent investigations have demonstrated how the traditional use of performance measurement, based on a formal (top-down) planning and control system, needs to be adjusted in case of programs or project undertaken in collaboration with profit and not-for-profit organizations (Ter Bogt, Van Helden, & Van Der Kolk, 2015). According to the 3Cs model (Keast, Brown, & Mandell, 2007), collaboration, despite of cooperation and coordination, means a stable and long-term relationships among actors which even though they are independent, their actions can effect each other (see Figure 1). Cooperation is referred to a short-term relationship where an organization helps another one to achieve its individual goal (Mulford & Roger, 1982). In between cooperation and collaboration, there is coordination. It occurs when there is the need to bring together independent organizations which remain separated but aligned by the joined goal. Therefore, they contribute to a joined outcome. Cooperation and coordination do not imply organizational or behavioral change on the side of

organizations. Collaboration leads organizations to subordinate their own objectives for a larger public purpose, realigning collectively procedures, resources, and information (Agranoff & McGuire, 2003).

In addition, taking into account the degree of complexity underpinned the three types of horizontal integrations relationships (the 3Cs model), specific managerial practices seem to be suitable for each of them (see Figure 1).

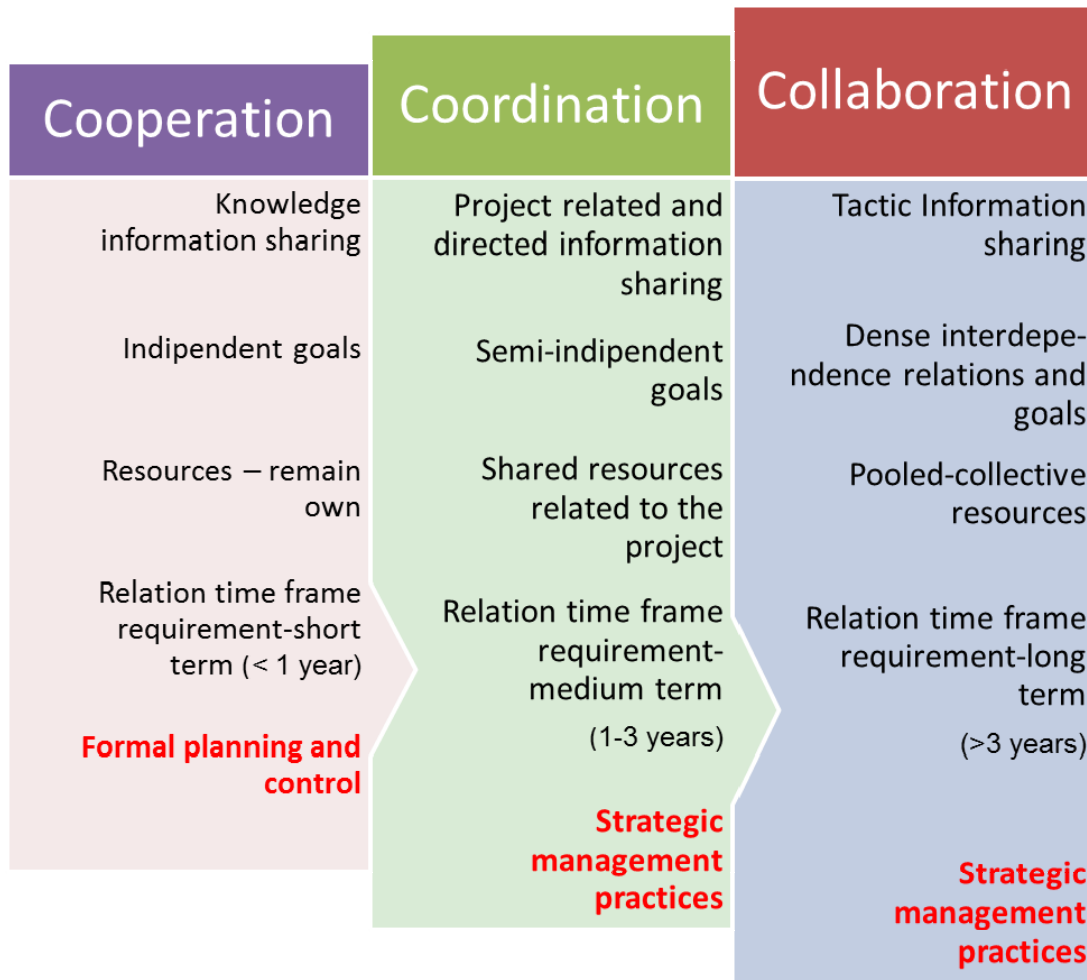


Figure 1. The 3Cs and the managerial information practices. Source: the authors' elaboration from Keast et al. (2007).

The formal planning and control system, traditionally used in public sector according to the NPM (New Public Management), should be fit for assessing the effectiveness of cooperation because of the characteristics abovementioned (short-term relationship, independence of the actors, etc.). For coordination and collaboration, that require long-term relationship and more interdependence among actors including local authority, the strategic management practices do matter (Johnsen, 2015). Indeed, according to Mintzberg (1994), strategizing is a sort of learning process, because it facilitates the emerging strategy rather than the formal top-down planning. Strategizing it could be considered as a driver of collaboration because it requires long-term and dense relationships, negotiating approach, mutual trust, systematic approach, and change-oriented behavior. In addition, Keast and Mandell (2014) underline a positive link between enhanced connections and improved outcome in all forms of services integration (cooperation, coordination, and collaboration).

On this basis, the research questions can be formulated as follows:

- (1) Does the strategic plan encompass a section on the outcome evaluation of the collaborative process?
- (2) Does the strategic plan encompass a section on the outcome evaluation of the cultural services delivered through collaboration?

The Context of the Study

Cooperation, coordination, and collaboration have been chosen by local authorities for managing the public services (i.e., health and social care, water and sewerage services, etc.) which require mostly an hybridization of expertise in running all the various kinds of activity (Hodges, 2012; Kurunmäki & Miller, 2006). This reasoning also includes the supply of cultural services, whose encompass hybrid competences and skills. These three modes of services integration represent more than a simple slogan for cultural heritage especially in Italy. In that context, indeed, the percentage of the state budget addressed to that sector has been decreased to 0.19% (MIBACT, 2015)¹. In addition, these budgetary constraints involve mainly Italian local governments that own and manage a wide part of Italian cultural heritage and cultural services.

The capability of the local public museums, archives, libraries to face the challenge of the global crisis relies on the openness toward innovation, applying at the governance as well as at the management levels (Evald, Nissen, Clarke, & Munksgaard, 2014). In Italy, the shrinking budget, combined with the new law issued for preserving and enhancing cultural heritage and re-launching tourism (Law 106/2014) has sprang this awareness among cultural organizations. Nonetheless, the cooperation between humanists and managerial experts has still been representing a critical issue (Moore, 1995; Carnegie & Wolnizer, 1996; Zan, 2000; Zan et al., 2015). The interaction with other actors, operating in the same sector or in any other ones, represents itself a relevant innovation for improving cultural service (Evald et al., 2014). This kind of innovation can be identified in one of the 3Cs in relation to the degree of horizontal integration relationships achieved (Keast et al., 2007).

Moreover, the outcome of cultural services overcomes the governmental boundaries: This explains why collaboration for cultural heritage delivery meets the need of local public museums, archives, and libraries to create public value in maintaining, promoting, and enhancing cultural goods.

From the previous reasoning, the collaborative strategic planning process and the strategic plan as managerial tool of collaboration deserve to be examined in the cultural services delivered by the Italian Strategic Cities.

Research Methods

In 2004, a few Italian municipalities (Pesaro, Turin, Florence, Venice, Trento, La Spezia, and Verona) promoted the setting-up of the Italian Network of Strategic Cities (*Rete delle Città Strategiche*). In 2014, the INSC was incorporated in a standing committee of the National Association of Italian Municipalities (ANCI), named “Standing Committee for the Strategic Cities” (*Commissione Permanente per le Città Strategiche*—hereafter CSC). The mission of the INSC is to debate and share opinions and experiences about territorial and integrated strategic planning features for local authorities. In Italy, the strategic plan is not mandatory for the municipalities (only “metropolitan cities” pursued by the Law n. 56/2014 have to prepare a “Metropolitan Strategic Plan”) and it is not requested by law to involve territorial stakeholders in the planning

¹ Source: http://www.ufficiostudi.beniculturali.it/mibac/multimedia/UfficioStudi/documents/1425902120318_Minicifre_2014_bassa_risoluzione.pdf.

process. The INSC has had an innovative approach for Italian municipalities because of the involvement and engagement of territorial stakeholders (citizens, associations, enterprises, other public institutions, non-profit organizations, etc.) in order to define common vision and strategic objectives, and to collaborate for achieving them (intra- and inter-organizational collaboration).

This kind of strategic process overcomes the municipality's boundaries: The strategic plan is not the plan of the municipality but of the entire city.

Afterwards, the number of Italian local government participating to the network has been increased until 39 in 2014. The study examines all the Italian cities affiliated to the CSC as listed in July of that year².

Considering its research aim, this study has been carried out by adopting the interpretative methodology (Ryan, Scapens, & Theobald, 2002) based on multiple case studies (Yin, 2003; Scapens, 1990; Ryan et al., 2002). This research method is therefore suitable for studying organizational process such as the collaborative one (Yin, 2003).

After the literature review, the study has analyzed the documents of the collaborative process of each strategic city belonging to the Committee for the Strategic Cities (e.g., strategic plan, Dossier of Projects, Social Reports, other monitoring and evaluation reports, etc.). Each strategic city has been investigated on the basis of documents and information gathered from its strategic plan website/page (the references are in Appendix) and from the INSC's website³.

A Multiple Case Study: The Italian Strategic Cities

An overview of the empirical analysis carried out on the Italian Strategic Cities is depicted in Table 1. It includes: the cities affiliated to the CSC in 2014 (the first column); the year of affiliation in the committee (the second column); the period of reference of the first strategic plan (the third column); the indication about the requirement of the outcome evaluation of the collaborative process (the fourth column) and the outcome evaluation of the cultural services delivered through collaboration (the fifth column); the strategic plan follow-up (the sixth column).

In most of the cities, the municipality promoted and coordinated the strategic planning process. In some of them, the responsibility was in charge of the strategic unit which was previously set up in the municipality's organizational structure (e.g., Lecce, Messina, Pisa, La Spezia, Trento). These municipalities have adopted own competences in order to manage the collaborative process. In a few cases, a new specific internal coordination unit or committee or city manager has been foreseen or created (e.g., Pesaro, Bologna, Bolzano, Savona). In addition, there are some cities in which, even if the municipality has promoted the collaborative process, the responsibility to coordinate the process was attributed to an external organization created for this specific task (e.g., Turin, Florence, Rimini). These organizations are participated by several territorial stakeholders engaged in the collaborative process. For example, the coordinator of the collaborative process in Turin city has ever been a local association labeled Turin International Association (*Associazione Torino Internazionale*). This is still in charge for strategic plan follow-up. The Coordination Committee is composed of two Co-Chairmen, the Mayor of Turin Municipality and the President of the Province of Turin, and other three members, including the chief-officer. These have been appointed by the Association's Board among all the associated organizations (i.e., chamber of commerce, industry, and crafts and local bank foundation).

² Available on <http://www.anci.it/index.cfm?layout=detttaglio&IdDett=45219>.

³ Available on <http://recs.it/it/home>.

Table 1

Overview of Italian Cities in the Committee for the Strategic Cities

Italian cities in the Committee for the Strategic Cities (July 2014)	Year of affiliation in INSC	First strategic plan (time period)	Outcome evaluation of the collaborative process	Outcome evaluation of the cultural services delivered through collaboration	Strategic plan follow-up
			Requested by strategic plan	Requested by strategic plan	
Atri	2010	Process started in 2010 to n/a	No	No	First strategic plan is still not yet definitely approved
Aversa	n/a	n/a	n/a	n/a	n/a
Bari	2006	2008/2015	No, only ex-ante evaluation	No, only ex-ante evaluation	First process still on-going
Barletta	2004	2005 (revised in 2010)/2020	Yes	Yes	First process still on-going
Benevento	2008	Process started in 2006 to n/a	n/a	n/a	n/a
Bologna	After 2012	2013/2021	Yes	Yes	First process still on-going
Bolzano	2004	2006/2015	No	No	No
Brindisi	2006	2008/2013	No	Yes	No
Castelvetrano	2013	n/a	n/a	n/a	n/a
Cuneo	2005	2006/2020	No	No	First process still on-going
Erice	2013	2007/n/a	Yes	Yes	n/a
Firenze	2004	2002/2010	n/a	n/a	n/a
Florinas	2013	n/a	n/a	n/a	n/a
Genova	2013	2002/2010	n/a	n/a	n/a
La Spezia	2004	1999 (revised in 2004)/2012	Yes	Yes	Yes (La Spezia 2020)
Lamezia Terme	2007	2009/2020	Partially (only monitoring)	Partially (only monitoring)	First process still on-going
Lecce	2005	2005/2015	n/a	Yes	First process still on-going
Messina	2012	2009/2020	Yes	Yes	First process still on-going
Napoli	2006	2009/(first process under review) 2030	n/a	n/a	First process is under review and a new process is started
Novara	2013	2007/n/a	No	No	n/a
Nuoro	2009	2006/2020	Yes	Yes	First process still on-going
Oristano	2009	2007/(2014 under review)	Yes	Yes	First process still on-going
Pesaro	2004	2002/2015	No	Yes	No
Piacenza	2005	2006/2020	No	No	First process still on-going but there is a simultaneous process
Pisa	2010	2008/2015	No	No	Yes
Potenza	2011	2007/2013	No	No	Yes
Quartu Sant'Elena	2007	2009/2020	Yes	Yes	First process still on-going
Rimini	2008	2010/2027	Yes	Yes	First process still on-going

Table 1 to be continued

Roma Capitale	2012	2010/2020	Yes	Yes	First process still on-going but there is a simultaneous process
Salerno	n/a	2008/n/a	No	No	No
Sassari	2007	2007/n/a	Yes	Yes	First process is under review and a new process is started
Savona	2011	2014/2020	No	Partially (customers satisfaction on urban mobility)	First process still on-going
Tempio Pausania	2009	2008/2018	Yes	Yes	First process still on-going
Torino	2004	2000/2010 (but stopped in 2006 and replaced by a new plan)	Yes	No	Yes
Trento	2004	2001/2010	Yes	Yes	Yes
Unione Montana Comuni Mugello	After 2013	n/a	n/a	n/a	n/a
Urbino	After 2012	n/a	n/a	n/a	n/a
Venezia	2004	2004/2014	Yes	Yes	No
Viterbo	> 2013	n/a	n/a	n/a	n/a

Note. The sign n/a means there are not information because the sources are not immediately available on the website.

The analysis of the first strategic plan of each city has been within in the same table (the fourth and fifth columns). More specifically, the fourth and the fifth columns report if the outcome evaluation of the collaborative process and the outcome evaluation of the cultural services delivered through collaboration are included in the first strategic plan. Indeed, this information is collected from the strategic plan itself and has been integrated by the analysis of the website and of the reporting documents.

One of the evidences is that many strategic cities have planned a general outcome evaluation (e.g., Barletta, Bologna, Erice, La Spezia, Messina, Quartu Sant'Elena, Rimini, Roma Capitale, Sassari, Tempio Pausania, Turin, Trento, Venice). However, even if the outcome is requested by the strategic plan, there is no certainty of its implementation. In fact, there are some cases in which the outcome evaluation has not been implemented, even if it has been foreseen (e.g., Venice). In the other strategic plans, there is no evidence about this implementation because the strategic period has not finished yet (e.g., Rimini). In addition, other cities (La Spezia, Trento, and Turin) have foreseen the outcome evaluation, have already finished the first strategic plan period (third column) and have approved a new strategic plan (last column). Furthermore, these are the same cities promoting the set-up of the INSC.

La Spezia Municipality has defined a monitoring and evaluation system based on the analysis on how the collaborative process improved the participation, social inclusion, and the territorial governance and networking capacity building. From this point of view, the outcome of collaborative strategic planning in general for cultural service delivery has been perceived as community capacity building. Instead, the monitoring and evaluation of projects and objectives have been based on specific indicators results oriented rather than outcome oriented⁴. Anyway, the evaluation objective "is to assess the impact of strategic plan on the territorial governance. It means to evaluate how the strategic plan has modified the territorial stakeholders'

⁴ http://pianostrategico.spezianet.it/Documenti/valutazione_piano.pdf.

abilities, behaviors, networking attitude and the number of internal and external relationships” through survey on the citizens’ participation and partners’ self-evaluation⁵.

Regarding the case of Trento, the strategic plan is integrated with the cultural plan, a specific strategic document in the cultural heritage area⁶. This integrated vision is the main objective of the collaborative planning process. Indeed, the strategic plan defines its function through these words: “This document is a tool enabling the sectorial planning: It includes different plans (urban, social, cultural, youth) which are not sectorial anymore, but parts of a unique plan”. According to this vision, the collaborative outcome of cultural service delivery has been perceived as both policies and actors integration. Indeed, the mission of municipal governance is defined jointly with other territorial stakeholders. This collaborative approach is the main outcome of the collaborative planning itself. Indeed, the Password Project has been carried out in 2012 by public entities, artists, associations, and enterprises for discussing about the past projects and about the future of cultural system in the city⁷. The way in which the cultural plan has been reviewed demonstrates the consciousness of collaborative outcome as community capacity building. However, the Trento collaborative planning does not provide any information about the outcome of public services delivery from target/users viewpoint. Indeed, there are no evidences about the linkage between the strategic projects and expected results in the Report 2014 produced by the Cultural Observatory⁸.

For Turin case, the final report (2005), entitled “*Scenari per il sistema locale. Valutazioni sul Piano Strategico di Torino e sulle prospettive di sviluppo nell'area metropolitana*”⁹, has been drawn by the Turin International Association which is also in charge of the strategic plan’s evaluation. The way of assessing the collaborative outcome reflects the democratic approach based on stakeholder engagement. Indeed, the association interviewed the actors involved in the various strategic areas, including cultural heritage. The information gathered from them has been compared with the results of the joined project carried out within the strategic area.

The final report stresses how the implementation of a service integration represented the collaborative outcome expected by participants. Hence, the Turin International Association has been broadly acknowledged as an important innovation for the collaborative process implementation. Its role of mediator has been positively stressed as follows: “Turin International fulfilled a gap in the area of Turin: The lack of a space where different actors (public and private individuals and organizations) can meet and discuss. It was an important site for developing joined project among peers” (Final Report, 2005, p. 17). However, the collaborative outcome as goal achievement has not measured although the final report underlines this gap stressed by participants.

Concluding Remarks

Collaboration is the most spread mode of service integration in the Italian Strategic Cities. According to the 3Cs model, the collaboration has mid-long term relationships among different actors. However, this

⁵ http://pianostrategico.spezianet.it/Documenti/indicatori_di_valutazione.pdf.

⁶ Approved in 2003 and then reviewed in 2013 (available on <http://www.trentocultura.it/?lang=it&s=6&mod=documents&catId=8>).

⁷ <http://www.trentocultura.it/?lang=it&s=15&mod=news&cId=475&catId=5>.

⁸ <http://www.trentocultura.it/upload/file/documents/report2014nov.pdf>.

⁹ This final report “*Scenari per il sistema locale. Valutazioni sul Piano Strategico di Torino e sulle prospettive di sviluppo nell'area metropolitana*” (Scenarios for the local system. Assessments of Turin Strategic Plan and perspectives of development in the metropolitan area) is available on <http://www.torinostrategica.it/wp-content/uploads/2013/07/scenari-per-il-sistema-locale-completo.pdf>.

collaboration has assured a network continuum in the case of La Spezia, Turin, and Trento and the follow-up of the strategic plan in each of these cases. Indeed, the collaborative governing process has been differently coordinated: by a specific unit of local authority organizational structure in La Spezia and in Trento, and by an external actor in the case of Turin (Turin International Association). However, these different modes of coordination have fostered collaboration because of the role of the coordinators as “mediators”. According to Provan and Kenis (2008), this collaborative governing approach has developed a shared governance and a long-term involvement of democratic stakeholders. Indeed, this collaborative process boosts the community capacity building by fostering the collaborative governing practices (Blomgren Bingham & O’Leary, 2006).

Unlike the NPM ideas (Mattisson & Ramberg, 2015), the collaborative outcome evaluation is not consistent with the traditional performance measurement or strategic management practice. Nonetheless, the collaborative outcome evaluation has not been developed as a systematic managerial practice.

More specifically, the Trento collaborative process in cultural service delivery has been planned as integration between strategic plan and cultural plan. Indeed, the collaborative outcome of cultural service delivery has been perceived as both policies and actors integration.

In the Turin case study, the collaborative outcome of cultural heritage service is carried out under the methodology foreseen in their strategic plans. Nonetheless, the final report of Turin International Association underlines how participants appreciated the ability of the association to facilitate the development of community capacity building.

In relation to the cultural service delivery, the strategic plans require the outcome evaluation of the cultural services delivered through collaboration as goals achievement. However, most of the case studies have adopted output oriented evaluation approach rather than outcome oriented one.

From the evidences aforementioned, the following final remarks come out.

First of all, the collaborative outcome has been pursued more in terms of community capacity building than as goals achievement.

Indeed, the strategic plan as strategic management tool in collaborative working has been adopted for implementing the collaborative governing process. This explains why the outcome evaluation of the collaborative process and of the cultural services delivered through collaboration is generally planned but not fully and specifically defined.

According to the critical perspective on NPM ideas about performance management, the strategic planning in collaborative working does not follow the traditional use of formal planning in public sector (Ter Bogt et al., 2015).

Hence, the evidences demonstrate how the outcome evaluation as community building is assessed by using non-traditional performance management tools (e.g., mutual control through working table, forum, survey, partners’ self-evaluation). On this basis, the lack of performance measurement system linked to the target oriented outcome evaluation is not unexpected.

Answering to the main research question, the collaborative process of delivering cultural service crafts the strategic planning as community building process. Hence, the outcome evaluation is consistent with the process evaluation in terms of collaboration rather than impact of public service delivery. In addition, the mixture of organization, process, and personal competencies elements “serve as a foundation for collaborative practice, but must be enacted and fully engaged to transform into effective collaborative outcomes” (Keast & Mandell, 2014, p. 25).

In order to enforce the robustness of our results, this study suggests more investigation on how the community building can be evaluated as outcome of collaborative process in public management field.

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Appendix

Italian Strategic Cities	Strategic plan webpage link
Atri (TE)	http://www.pianostrategicoatri.it/
Aversa (CE)	n/a
Bari	http://www.ba2015.org/index.php?option=com_remository&Itemid=268
Barletta	http://www.comune.barletta.ba.it/retecivica/piano/docpia_ita.htm http://www.comune.barletta.bt.it/retecivica/staff/indexvis.htm
Benevento	http://www.psbenevento.it/
Bologna	http://psm.bologna.it/
Bolzano	http://www.comune.bolzano.it/context.jsp?ID_LINK=1699&area=19
Brindisi	http://partecipazione.formez.it/sites/all/files/Documento_Strategico_Brindisi.pdf
Castelvetrano	n/a
Cuneo	http://www.pianostrategico.cuneo.it/pianostrategico.html
Erice (TP)	http://www.comune.ericetp.it/component/content/article/2-non-categorizzato/3327-piano-strategico-dell-agro-ericino
Firenze	n/a
Florinas	n/a
Genova	http://www.cittametropolitana.genova.it/sites/default/files/News/ALLEGATO%20DCM_PTGcm_Linee-guida-2015.pdf
La Spezia	http://pianostrategico.spezianet.it/secondo_piano_strategico.htm
Lamezia Terme	http://www.comune.lamezia-terme.cz.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/435
Lecce	https://www.comune.lecce.it/settori/programmazione-strategica-e-comunitaria/sviluppo-progetti/piano-strategico-area-vasta-2005-2015 http://valutambiente.pbworks.com/f/Lecce+Piano+Strategico+RA.pdf
Messina	http://www.comune.messina.it/messina2020/Default.html http://www.comune.messina.it/messina2020/public/documentofinaledipiano.pdf
Napoli	http://www.comune.napoli.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/10509
Novara	http://www.novaragov.it/strategico/ http://www.novaragov.it/strategico/file/documenti/pianoStrategico/volumeI/documentoStrategico.pdf
Nuoro	http://www.comune.nuoro.it/index.php/Cultura_e_Sport/Appuntamenti/695/Conferenza_Piano_Strategico_Intercomunale.htm http://www.sardegнатerritorio.it/documenti/6_288_20100525120254.pdf
Oristano	http://www.sardegнатerritorio.it/documenti/6_288_20100525120518.pdf https://pianostrategicooristano.wordpress.com/ps-2007/ http://www.comune.oristano.it/it/vivioristano/eventi-e-manifestazioni/evento/Piano-strategico-Assemblea-pubblica/
Pesaro	http://www.pianostrategico.comune.pesaro.pu.it/index.php?id=2138
Piacenza	http://www.provincia.fc.it/pianostrategico/amm/allegati/22_Piacenza.pdf
Pisa	http://www.comune.pisa.it/pisa2015/ http://www.comune.pisa.it/pianostrategico/Piano_pisa/home_old.htm
Potenza	http://recs.it/userfiles/file/potenza.pdf http://partecipazionepotenza.jimdo.com/potenza-2020/
Quartu Sant'Elena (CA)	http://psc.comune.quartusantelena.ca.it/
Rimini	http://www.riminiventure.it/
Roma Capitale	http://recs.it/userfiles/file/Piani%20Strategici%20delle%20Citt%C3%A0/romaps1.pdf http://www.risorse-spa.it/it/diritto superficie/modulistica/19-risorse/comunicazione/media/video/764-piano-strategico-di-sviluppo-2010-2020.html
Salerno	http://www.comune.salerno.it/client/scheda.aspx?scheda=4930&stile=2

Sassari	http://www.comune.sassari.it/sito_piano_strategico/piano_index.htm
Savona	http://www.comune.savona.it/IT/Page/t02/view_html?idp=4256 http://www.comune.savona.it/IT/Page/t07/view_html?idp=6135
Tempio Pausania (Olbia-Tempio)	http://www.comune.tempiopausania.ot.it/pianostrategico/index.html
Torino	http://www.torinostrategica.it/
Trento	http://recs.it/userfiles/file/Piani%20Strategici%20delle%20Citt%C3%A0/60.pdf http://recs.it/it/trento
Unione Montana Comuni Mugello (FI)	http://www.uc-mugello.fi.it/opencms/opencms/MenuPrincipale/Unione/Piano_di_Sviluppo_Sociale_Economico/index.html
Urbino	http://www.comune.urbino.pu.it/PIANO_STRATEGICO/
Venezia	http://www.comune.venezia.it/flex/cm/pages/ServeBLOB.php/L/IT/IDPagina/2058 http://recs.it/it/versoagendaurbanazionale
Viterbo	n/a