

## Study on the Strategic Management of Urban Road Traffic Planning

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**Keywords:** Urban road traffic; Planning management; Strategic management

**Abstract:** Since China's reform and opening up, China's economy has been in a state of rapid development, people's living standards gradually rich, economic system constantly improve, the urban population increase gradually, accompanied by a large number of population into the city, in promoting economic growth but also to the city's infrastructure has brought a lot of pressure, reasonable traffic planning management system is not perfect in our country, in terms of how to support social and economic development is still an important problem of the local governments. In this paper, according to the urban road traffic planning management in recent years, the problems in the process of analysis on the present situation and reasons, find out the defects existing in the urban road traffic planning management, finally from the perspective of strategic management to analyze it and optimization measures are put forward, the urban road traffic planning of strategic management in China are put forward new ideas and new measures, in order to solve the problems arising from the urban road traffic planning management.

### 1. Introduction

With the development of economy, the speed of urban development in our country is constantly rising. The commercial development in cities is becoming more and more innovative and diversified. The population is also increasing rapidly. At present, traffic congestion can occur in large and medium-sized cities in the first tier, especially in the rush hour, which brings serious challenges to people's travel and urban environment. Urban road managers have introduced various policies to address the problem, such as driving restrictions and banning motorbikes, but little has been achieved. Some big cities are also more advanced road planning idea, take various measures, such as: building of the subway, the expansion of the airport, and increasing high railway line, etc., to a certain extent, reduce the stress of congestion in the city, but with a lot of people in the city, road widening already can't satisfy the increasing traffic, urban road traffic planning problem become the government needs to solve the problem.

With the development of society, people's way of travel is also changing gradually. From the age of walking to the age of cycling to the age of cars, urban road planning has posed severe challenges. The popularity of all kinds of vehicles has brought a lot of problems to urban traffic, which has caused a certain impact on people's life and environment. At present, many cities have the characteristics of resource waste, low recycling, demolition and reconstruction, and construction and demolition, which shows that there are serious problems in urban road traffic planning. The managers lack strategic thinking, meet the temporary needs but ignore the long-term development of the city, which is also a common problem in many cities. In the process of urban development, we must starting from the long-term development and the comprehensive development of city, this

article from the perspective of strategic management to analyze the problems existing in the urban road traffic planning management, and puts forward the construction of the urban road traffic should make strategic choice, hope can help managers to continuously enhance the level of city planning, to create a harmonious city life.

## **2. Analysis on the Status Quo of Urban Road Traffic Planning and Management**

### **2.1 Highly centralized urban road traffic planning and management system**

After investigation, at present a lot of city planning power to focus on the municipal planning bureau or city planning committee, district planning board at the time of construction engineering projects need to be declared to the city planning commission, the right of urban road traffic planning, most concentrated in the municipal planning bureau, the rights of excessive concentration not only increases the working procedures, also makes the path loss in the process of planning reasonable and practical. This model is typical of Beijing's urban planning and construction.

### **2.2 Planning management is highly decentralized**

In some cities, the planning power is too decentralized, so they devolved the urban planning power to counties and districts. Except for the construction of important parts of the city, each county is responsible for the planning and construction of other counties, and the approval process is relatively simple. This mode is most typical in Shanghai. Therefore, it is extremely unbalanced in the process of development. The construction scale between the county and the urban area is relatively large, with low degree of mutual integration and unbalanced regional development, which cannot realize mutual communication and mutual access. When the urban road construction cannot meet the needs of the population, a series of new problems will arise, such as demolition and reconstruction, construction and reconstruction, etc. Such over-decentralized planning and management is also a prominent problem in the current urban road traffic construction planning and management.

### **2.3 Management system adopts hierarchical vertical management mode**

In the process of development, some cities have formed the vertical hierarchical management mode of municipal bureau (planning department, urban design department), sub-bureau (planning department) and land institute (planning and construction management office). This kind of mode formed the management way that the upper and lower levels link up and work efficiently. The dispatched offices of the municipal bureau are under the dual leadership of the municipal planning bureau and the district government. The cadre implements vertical management, namely the main leader of the branch office is nominated by the municipal bureau, after soliciting the opinion of the district, is appointed by the municipal bureau. The establishment of three-level vertical management system has greatly promoted the road traffic planning and management in some cities. This pattern is most typical in shenzhen.

### **2.4 "Two levels of government, three levels of management" model**

Some cities in China adopt the mode of "two-level government and three-level management". This mode of urban management system is relatively mature in the operation of some cities in China. The district planning sub-bureau is led by the local people's government and the municipal planning bureau, that is, the district carries out administrative leadership and the municipal bureau carries out operational leadership. Under the principle of unified planning examination and approval, unified management regulations and unified business leadership, the administrative authority and

responsibility of urban planning at the municipal and district levels shall be clarified. The municipal planning bureau shall be responsible for the overall urban planning of the city, the zoning planning of the central development area and the controlling planning of the municipal development area, and the district planning sub-bureau shall be responsible for the compilation of the detailed planning of the districts and units under its jurisdiction, as well as the detailed planning of the construction projects of the towns (villages) and general areas. The road planning system of this mode is most typical in guangzhou.

### **3. Analysis on the Problems and Causes of Urban Road Traffic Planning and Management in China**

#### **3.1 Problems in Urban Road Traffic Planning and Management**

According to the investigation and study, although the current urban road traffic planning and management has achieved some results, to a certain extent to meet the urban expansion and development. However, with the development of society, there are still many new problems to be solved. The problems are as follows:

##### **3.1.1 Violate objective laws and expand blindly**

The development of cities cannot be separated from the support of consumer groups. In recent years, a large number of people have flocked to cities to work, and many migrant workers have chosen to settle down in big cities, thus driving the economic development of the whole city. As the saying goes: if you want to rich first build roads, many cities in order to achieve the excessive possession with the rapid development of natural resources, destruction of ecological balance, reclamation afforestation, chisel open mountain, building of the subway tunnel, etc., the excess of blindly expand not only wastes a large amount of natural resources, contrary to the objective law, and no basically meet the needs of urban economic development and construction.

##### **3.1.2 Excessive development of the old city leads to environmental deterioration**

With the development of society, the old city has been unable to meet the current economic development needs, the old city road, the design is backward, seriously restrict the speed of urban development. Therefore, many urban villages were born. Some old urban areas were gradually demolished, rebuilt, expanded, and rebuilt. Old urban reconstruction is an inevitable trend of continuous urban development. However, overdevelopment in some cities not only destroys the urban landscape and historic sites, but also leads to environmental degradation. Some cities do not hesitate to destroy the natural ecological resources planning road construction and housing construction, resulting in ecological imbalance, the natural environment has been seriously damaged.

##### **3.1.3 Traffic planning and construction management lag behind**

The rapid development of China's railway, aircraft and other means of transportation has brought great convenience to people's life. A large number of rural population has poured into urban development. The rural population has been decreasing year by year while the urban population has been increasing year by year. Many city's investment promotion and capital introduction, the introduction of enterprise to the local development so as to promote the development of local economy, but the city traffic planning and construction management did not keep pace with the development of the city, in the enterprise large inflows and population flow under the condition of growing, many cities lag response to this trend, and not to the planning and construction, but the

introduction of planning and construction in the planning and construction, or side again after introduction, caused a lot of enterprises in operation, fast enough to transportation planning and construction management become an important problem in the city's economic development.

#### **3.1.4 Regional development is not coordinated and the infrastructure is highly repetitive**

In the process of urban construction, transportation, housing, hospitals, schools and markets are the key to urban construction, as well as the inevitable factors to be considered in the process of business district construction, as well as the gathering areas for people to live and work. Current is a common phenomenon of urban commercial center, excessive concentration, such as schools and hospitals, is too concentrated in the central business district or, and many other parts of the world have not yet these infrastructure, can lead to the development of parts in a city too fast, parts development too slow, too fast developing areas infrastructure high repeatability, cause waste of resources, for the development of slow area for lack of these infrastructure development more slowly. This kind of phenomenon is relatively common in urban development, so many cities have the phenomenon of uncoordinated regional development and high repeatability of infrastructure.

#### **3.1.5 Unreasonable urban construction planning, blind pursuit of modernization**

The development of the society leads the change of the city, and the change of the city drives the development of the society. Under the premise of the rapid development of information technology, higher requirements are put forward for urban construction planning. At present, many urban construction planning lack of strategic, only to meet the current urban needs. Therefore, under the condition of rapid urban economic development and rapid population expansion, urban construction planning is difficult to meet social needs. Some cities blindly pursue modernization and ignore long-term urban construction planning, which leads to regional development imbalance and new road traffic construction problems.

### **3.2 Cause analysis**

#### **3.2.1 The planning and decision-making management system is not perfect**

The main body of urban road traffic planning is not included in the comprehensive traffic planning system. At present, urban road planning in China belongs to the urban construction department, which is not included in the comprehensive transportation system. Although some provinces and cities are pushing for the merger of the two, most cities still haven't implemented the merger, and there will be serious disharmony in some urban planning decisions and management. In addition, the current separation of preparation and management makes the planning coordination mechanism, rolling research and implementation feedback mechanism not fully established. Due to the insufficient staffing and technical quality of administrative departments, the planning itself is not operable, and the level of planning approval, construction project approval and major issues research is not high.

On the other hand, planning decision management lacks strategic research. Because urban construction is not decided by one person in the planning and decision-making process, but by layers of examination and approval, if there are reasons such as the change of government and transfer, the decision-making cannot be consistently and continuously and effectively implemented. Therefore, planning decision management is often affected by multiple factors and has poor stability. Some of the decisions in the implementation process will also appear distortion, implementation is not in place, and far from the strategic requirements.

### **3.2.2 Planning, execution and management are not in place**

According to the investigation and analysis, there are many problems in the implementation and management of urban road planning, mainly including three aspects. First: improper division of planning execution management authority. The concentration of some urban planning management rights leads to the reduction of the quality of planning decision-making and management efficiency, which is not conducive to the democratization and fairness of urban planning management. In other cities, the planning and management power is too decentralized, which emphasizes the part rather than the whole, and the overall control ability of the city decreases, leading to the imbalance of regional development. Second: the planning implementation management level is low. Unreasonable division of labor in the execution of functions, unclear and inconsistent rights and responsibilities lead to the complexity of the process, the unpredictability of the time limit of the counterpart, and the serious internal wring and buck-passing. Third: the planning implementation management law is not strict. Some government departments for lack of due attention in the management of the implementation of road traffic planning, some adjustment and change the plan, follow one's inclinations, some in pursuit of immediate interests do not hesitate to give up the long term will even planning on the shelf, will not be executed, no planning legal system, planning is difficult to get effective implementation, are the problems existing in the current planning implementation management.

### **3.2.3 Planning supervision and management is not implemented**

After planning decisions are made and approved, they are often not effectively implemented due to inadequate supervision. There are two main problems. First: the absence of supervision and management of planning decisions. At present, there is no perfect legal provisions for city decision-making process to accept supervision, and at present there are lack of objective standard judgment decision-making errors, thus creates the fact of the supervision of planning decisions can only be post-supervision, only when planning decision caused a great loss into reality, from people after the evaluation of reflection, lack of supervision, basic to advance. Second: the planning implementation of the supervision and management is not in place. Due to the interest in supervision and inspection, and easy to offend people, so many times inspection just stay in form, to deal with the inspection of the superior department. Due to the lack of openness and transparency of the public, the supervision of the implementation of the plan is virtually non-existent.

## **4. Optimization of Urban Road Traffic Planning and Management should Make Strategic Choices**

### **4.1 Strengthen the strategic concept of urban road traffic planning and management**

In the process of urban traffic planning and management, strategic thinking should be established, not just road construction, but a people-oriented concept should be established, and people's interests should be taken as the starting point and foothold of urban road traffic planning and management, so as to improve urban living environment, enhance urban competitiveness and strengthen traffic demand management. At the same time, it is necessary to have the concept of ecological transportation. In the process of road planning, it is necessary to pay attention to the harmonious development with the natural environment, form a good cultural landscape with urban building groups, and form a comfortable natural landscape with the natural environment, so as to maintain the virtuous cycle of the urban ecological environment.

#### **4.2 Pay attention to humanized management**

The development of current society is not only the accumulation of material wealth, but also the realization of human value and free development. The concept of social development should be regarded as the core idea of road traffic environment planning and management. Therefore, the design of urban road traffic should proceed from the perspective of sociology. The humanization of road traffic is a combination of accessibility, pleasantness and sustainability of social development. As an important public space in people's social life, the appropriate road traffic environment can create a good social interaction environment, so as to promote social harmony and sustainable development.

#### **4.3 The establishment of a special agency to enhance the level of strategic decision-making**

In the process of urban road traffic construction, a special organization must be established to continuously improve the level of strategic decision-making. At the same time the establishment of institutions must be strictly check, to be able to play the role of institutions. Therefore, there should be strict requirements on the members of the organization. The organization should be mainly experts and scholars rather than administrative cadres. The main function of an organization is decision making, not simple consultation. In addition, oversight mechanisms should be put in place to ensure that institutions can fully play their role.

#### **4.4 Reform the administrative management system and construct the decentralization mode of planning and execution management**

The complexity, diversity and hierarchy of urban system require the implementation of hierarchical management in urban road traffic planning and management. The hierarchical management of planning, execution and management is not only the decomposition of management affairs, but also the establishment of different organizations according to the hierarchical characteristics of the urban system according to the principle of management decentralization to perform different levels of management functions. In the division of responsibility and authority, we should also pay attention to the clear and stable authority, the consistency of power and responsibility and the orderly operation of colleges and universities, to ensure that all work is carried out in an orderly manner.

### **5. Conclusion**

In the process of rapid urbanization, the society is undergoing rapid transformation. Only the urban road traffic planning technology itself or the internal reform of urban road traffic planning management system and traditional management methods can not effectively solve the traffic problems. By analyzing the current situation of urban road traffic planning and management, this paper concludes the existing problems and analyzes the reasons. On the one hand, from the study of the latest national policies to improve the current urban road traffic planning management system. On the other hand, it is necessary to study the decision-making, execution and supervision mechanism of public administration and improve the management system of urban road traffic planning from a strategic perspective. Therefore, this paper studies the current urban road traffic planning management system from the perspective of strategic management, and proposes improvement measures to further explore the establishment of urban road traffic planning management mechanism under the new situation.

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