



**EXECUTIVE SEMINAR ON URBAN PLANNING
AND ECONOMIC DEVELOPMENT
ORADEA, ROMANIA
CO-ORGANIZED BY THE
HARVARD GRADUATE SCHOOL OF DESIGN
CENTER FOR URBAN DEVELOPMENT STUDIES
AND THE
CITY OF ORADEA**



**In Association with Research Triangle Institute Romania and
the USAID Local Government Assistance Program
With Supporting Funds and Assistance from the Open Society Foundation and
Partners Foundation for Local Development**

September 19-23, 2000

SEMINAR DE PLANIFICARE URBANA SI DEZVOLTARE ECONOMICA LOCALA

ORADEA, Septembrie 19 - 23, 2000

Organizat de

FACULTATEA DE ARHITECTURA A UNIVERSITATII HARVARD
si
PRIMARIA MUNICIPIULUI ORADEA

in asociere cu

RESEARCH TRIANGLE INSTITUTE - RTI



**IN CADRUL PROGRAMULUI PENTRU ADMINISTRATIA PUBLICA LOCALA AL
AGENTIEI STATELOR UNITE PENTRU DEZVOLTARE INTERNATIONALA, CU
SPRIJINUL FINANCIAR AL FUNDATIEI PENTRU O SOCIETATE DESCHISA**

I. Urban Planning and Local Economic Development (UPLED)

Responding to the challenges of local economic development during the economic transition in Romania requires a proactive approach to urban planning and management. The HGSD Team, in cooperation with other USAID/RTI LGA components, is working with the cities of Oradea, Focsani and Iasi that have appointed an interdisciplinary team of professionals from government, NGOs and/or the private sector to work with the HGSD Team from September 2000 to July 2001.

These three cities were chosen because of their municipal governments' enthusiasm and receptivity to participate in UPLED activities. They each represent a "sample city" when analyzed by population size and economic development issues. They all operate with well-qualified officials in public administration, which is crucial to successfully developing UPLED-related activities and identifying best practices from which other Romanian cities can learn. Depending upon the success of this initiative, there is the potential to invite other cities to join the program.

UPLED Program Structure

The city teams, along with other invited participants, were brought together in Oradea for the first of three seminars from September 19th to 23rd, 2000. The initial seminar focused on improving the capacity building of the city teams and identifying key urban and economic development challenges facing local government authorities (LGAs).

Subsequent seminars will shift emphasis to sharing practical results and presenting recommendations for changes in legislation at the local and national level. Additionally, the HGSD team, with input from other components of local government will selectively work with the teams in each city between the seminars to provide technical assistance on key issues.

Throughout the course of the seminars, other cities and programs demonstrating how local governments can creatively tackle economic development, such as the U.S. Embassy Five-Star Program, will be identified for inclusion in a best practices publication.

II. UPLED Seminar-September 2000

The objective of the first seminar was to: (A) Develop a common understanding among the cities of the urban management challenges and the opportunities they are presented with in the context of economic and social transition; and (B) Show that in a more competitive economic environment, proactive urban planning and management strategies, as well as cooperation among key partners, are essential to promoting economic development and creating jobs. Key themes covered in the first UPLED Seminar included:

- Strategies for Development during the Transition
- Strategic Planning and Urban Management
- City Development Strategies
- Financing and Promotion of Local Economic Development
- Partnerships for Local Economic Development
- Structuring Implementation

The Seminar was structured to maximize interaction among participants, the HGSD Team and guest speakers. Over the four and a half-day seminar, participants had an opportunity to:

- Hear and comment on presentations on international, regional and Romanian cases and discuss them in relation to their own development objectives;
- Discuss recently implemented projects or ongoing programs; and
- Work in teams to propose city development strategies that proactively support local economic development.



Seminar Organizers. Left to Right. Stefan Klosowski (RTD), Andrei Luncan (Oradea), John Driscoll (HGSD), Nicole Rata (PFLD); Mona Serageldin (HGSD), Janusz Szewczuk (Szczecin), Liviu Ianasi-(HGSD)



Participants worked in Teams to identify City Development Strategies and priority projects. The Iasi City Team (Left to Right)-Geogeta Stirbu (Director Public Financing Department); Tudor Leonte (City Councilor), Iulia Cucerca (Urban Planning Department), Lacramioara Vernica (Secretary, City Council), Liviu Ianasi (HGSD).



Focsani City Team with Facilitators. Left to Right. Nicole Rata (PFLD); Mona Serageldin (HGSD), Violeta Balica (Local Promoters NGO), Daniela Olaru (Director, Planning Department), Mariana Golesteanu (Director, Investment Department); Natasa Nemes-(Economic Director); Daniel Postu (Community Partnership Foundation).

Seminar Participants and Organizers

Twenty-six professionals and political representatives from the three cities attended the Seminar: Oradea (15), Iasi (4) and Focsani (7). Additionally, six Romanian and regional experts were invited to make presentations. Participants represented a cross-section of local agencies (See Annex 3 for a complete list of participants).

Seminar Team

The Seminar was co-hosted by the City of Oradea and the Harvard Graduate School of Design in association with the Research Triangle Institute. Significant financial support for lodging, transport and food was provided by the Open Society Foundation. Partners For Local Development, in exchange for a scholarship provided to one of their staff members to attend the HGSD program on *Strategic Planning for Local Development & Urban Revitalization*,¹ helped to plan the seminar and facilitated working sessions among the participants. Additionally, as part of a capacity building approach, the Chief City Architect of the City of Oradea, Andrei Luncan, attended the same HGSD Program² and worked with the HGSD team in planning the seminar in Oradea.

City of Oradea

Officials assisting in organizing the seminar included:

- Mayor Petru Filip, Mayor of Oradea
- Andrei Luncan, Chief City Architect

Center for Urban Development Studies

The Center for Urban Development Studies at Harvard University GSD worked with Oradea and RTI to organize the seminar. The Program Faculty from the Center of Urban Development Studies at the Harvard University Graduate School of Design included:

- Mona Serageldin: Associate Director of the Center, Adjunct Professor of Urban Planning and Land Management/Urban Infrastructure Advisor of HGSD LGA team;
- John Driscoll: Assistant Director of the Center, Lecturer in Urban Planning and Public Participation Advisor of the HGSD LGA Team;
- Liviu Iansi: Research Affiliate and Legal Expert on HGSD LGA Team

Partners Foundation for Local Development

Partners Foundation for Local Development worked with the HGSD to organize and manage the Seminar and facilitate working groups.

- Ileana Nicoleta Rata, Deputy Director

Research Triangle Institute

RTI Romania provided logistical support and assisted in securing funding from the Open Society Foundation.

- Stefan Klosowski, Deputy Chief of Party
- Alexandra Barbu, MIS & Program Management

Guest Presenters:

The inclusion of regional and Romanian experts was an important objective of the seminar. The case of the City of Szczecin in Poland was emphasized for its regional relevance to Romanian cities. Romanian experts presented cases concerning the city development strategy in Oradea, proposals for streamlining the urban planning approval process, and the experience of an NGO working in economic development. Invited experts included:

- Janusz Szewczuk, Former Deputy Mayor of Szczecin, Poland
- Nic Taralunga, Director, IHS Romania
- Adren Moruzi, Executive Director-Federation of Municipalities
- Ion Constantinescu, Chief County Architect, Deva County

¹ The HGSD course was held from August 28 to September 8, 2000

² Mr. Luncan's participation in the program, in agreement with USAID, was funded through the HGSD budget.

- Cristian Ieremia, Chief County Architect, County of Deva

Program Certificates and Evaluation

Certificates of completion were awarded by the Center to participants who attended the entire seminar. A seminar evaluation was administered to provide feedback on the seminar structure and content and to elicit suggestions for the second seminar scheduled for January 2001.

UPLED PROGRAM/SCHEDULE

Tuesday September 19, 2000 Development Strategies during the Transition	
• Local Development in a Globalized Economy: Development Strategies during the Transition	<i>Mona Serageldin, HGSD</i>
• Strategic Planning and Management	<i>Mona Serageldin, HGSD</i>
• Comments of Presentation	<i>Adren Moruzi, Executive Director-Federation of Municipalities</i>
• Legal Issues	<i>Ion Constantinescu, Chief County Architect, Deva County</i>

Cases Presented

- Barcelona – An award-winning strategic plan for city development and the revitalization of its historic district.
- Boston – Linking Regional Economic Development Strategies to City Economic Development Strategies
- Montpelier – Developing a technopole as a city strategy by taking advantage of its location in a development corridor

Wednesday September 20, 2000 City Development Strategies	
• Economic Development and Capital Investment Planning	<i>Janusz Szewczuk, Former Vice-Mayor, City of Szczecin</i>
• Strategic Options for LED in Oradea	<i>Nic Taralunga, Director, IHS Romania</i>
• Presentations by Cities of Oradea, Focsani and Iasa	<i>Andrei Luncan for Oradea and City Teams for Iasi and Focsani</i>
• City Tour of Oradea	<i>Andrei Luncan</i>

Cases Presented

- Szczecin – Reviewed the development of a rolling four-year infrastructure program to improve the planning of city investments, improve city management; explained how the city government increased its communication with residents regarding city investments.
- Oradea – Oradea has devised a city development strategy that was approved by the City Council.

Thursday, September 21, 2000 Partnerships for Local Economic Development	
<ul style="list-style-type: none"> Economic Development and Capital Investment Planning Management Tools to Support City Development Strategies 	<i>Janusz Szewczuk, Former Vice-Mayor, City of Szczecin, Poland</i>
<ul style="list-style-type: none"> Neighborhood Development Strategies- Mobilizing Local Resources, Lublin. Poland 	<i>Mona Serageldin, HGSD</i>
<ul style="list-style-type: none"> Comments on Presentations 	<i>Jim Gordan, USAID, Senior Public Administration Advisor</i>
<ul style="list-style-type: none"> Urban Development Process in Romania 	<i>Liviu Inasi, HGSD</i>
<ul style="list-style-type: none"> Thematic Working Groups (see Annex 1 for Summary) <ul style="list-style-type: none"> City Development Strategies and Land Management Partnerships for Urban Development Municipal Investments and Economic Development 	Participant Teams

Cases Presented

- Szczecin- Information Technology to support Central Information Processing and Budgeting.
- Lublin- How the City of Lublin worked with residents in two districts of the city to revitalize services and housing. City planners also used existing planning instruments and local legislation to mobilize resources within the community.

Friday, September 22, 2000 Structuring Implementation	
<ul style="list-style-type: none"> Public/Private Partnerships 	<i>Stefan Klosowski, RTI, LGA Program</i>
<ul style="list-style-type: none"> Local Economic Development Agency - Maramures Co. ADEMAR 	Cristian Ieremia, ADEMAR
<ul style="list-style-type: none"> Structuring Urban Programs to Support City Development in Boston and Tirana 	<i>John Driscoll, HGSD</i>
<ul style="list-style-type: none"> Strategies for Center City Revitalization, Barcelona & Lublin 	<i>Mona Serageldin, HGSD</i>
<ul style="list-style-type: none"> City Working Groups (see Annex 2 for Summary) <ul style="list-style-type: none"> Focsani Iasi Oradea 	City Teams

Cases Presented

- Boston—Review of how Boston structured its programs to work with civic and business leaders to revitalize neighborhoods and commercial zones.
- Tirana, Albania-- mobilizing communities and introducing cost-sharing programs for infrastructure
- Barcelona and Lublin, Center City Revitalization

Saturday, September 23, 2000	
Reporting Back, Synthesis	
• Reporting Back on City Development Strategies and Priorities	<i>City Teams</i>
• Evaluation	<i>Participants</i>
• Seminar Synthesis	<i>Mona Serageldin, HGSD</i>
• Distribution of Certificates	

Thematic Working Groups

Through individual working sessions, the participants reviewed key issues involving City Development Strategies and Management, Partnership in Urban Development as well as Municipal Investments and Economic Development. (See Annex 1)

The three groups acknowledged the various opportunities and advantages they can bring to the planning process within the thematic working groups. Employing highly-qualified public administration officials, these cities also have the expertise of local government, NGOs and other organizations available and increasingly receptive to partnerships with them. There are numerous sources of funding for planning projects, including international finance opportunities. The mass media of Romania are available for outreach to citizens. Young people are increasingly involved in politics. Additionally, there is a strong drive for these cities to overcome their previously “unfavored” position. Some of the urban plans have incorporated a great deal of flexibility and include provisions for GIS zoning projects that will increase time efficiency in carrying out urban projects.

City Strategies

Each city worked to define a unified guiding vision for future urban planning and then set strategic goals to achieve this vision. Using these strategic goals, priority projects were identified as well as potential partners. After the seminar, the city teams presented these priority projects to their Mayors and/or Councils to obtain agreement on the chosen priorities or to modify the priorities according to suggestions. Based on follow-up visits by the HGSD Team, and in meetings with the teams and the Mayors, an agreement will be outlined regarding the city’s activities and support from the HGSD Team and/or other LGA components. This agreement will guide subsequent seminars and supporting TA through July 2001 by the HGSD Team (See Annex 2).

Focsani is poised to become a regional interest center with an improved quality of urban life through sustainable economic development and revitalization of its cultural identity. The city’s strategies for development will focus on developing its small and medium enterprises, rehabilitation of its existing housing stock and administering an assessment of the value of its built and material resources.

Iasi envisions itself as a prestigious and multifunctional regional pole. It will be an economically powerful and well-connected metropolis, particularly prominent in higher education. The strategies for achieving these goals include creating support for economic restructuring, modernizing local public administration, and modifying the local legal frame so that it will support local economic development.

Oradea plans to take advantage of its strategic trade position close to the western border of the European Union by focusing its resources on “development corridors.” The strategic goals of the city are to increase the quality of life; preserve the natural and cultural heritage; and increase its economic competitiveness.

Conclusions

The following points are concluding summaries of action for Strategic Planning and Strategic Management.

Strategic Planning

- Understanding of the macro context
- Seeking opportunities
- Instituting participatory processes
- Building strategic partnerships and alliances
- Formulating effective action plans
- Enhancing development potential of public and private investments
- Leveraging local resources
- Ensuring efficient resource allocation

Strategic Management

- Enhancing transparency and accountability in governance
- Establishing community-based management structures
- Reinforcing legal and regulatory frameworks
- Selecting high return options for local investments
- Improving quality of infrastructure services
- Increasing local revenue and improving collections
- Enhancing investment capacity
- Setting up information management systems

III. Next Steps

In summary, the cities would like to focus on the following activities:

- (1) **Oradea:** The Mayor and the City Team would like to revisit the currently approved city development strategy and identify concrete instruments the city can use to stimulate economic development. The Mayor wants to develop a clear direction for city growth and development and devise more specific policies and programs that address varying levels of opportunity at the regional and city levels and within neighborhoods. He would also like to create a more formalized structure for bringing different partners together, for example, City Hall with the Chamber of Commerce, and the Department of Labor with Industry groups.
- (2) **Focsani:** Based on the UPLED Seminar, the Mayor decided to establish a core office for City Strategic Development. In meetings with the City Team and an expanded group in Focsani, a proposal was made to form a task force consisting of key city departments to develop a local economic development strategy, expand communication among key actors (which currently does not exist) and later, expand the task force to include other sectors such as housing.
- (3) **Iasi:** The Mayor has created a Strategy Department and is interested in receiving technical assistance to develop a work plan to for the Department for Year 1. The City Team and the Mayor are also interested in developing more effective linkages between the Urban Planning Department and the Strategy Office and continuing to refine and institutionalize the procedures for planning and building permits to favor local economic development.

In a parallel activity selected participants, including representatives of central ministries, will form a legislative working group to collaborate with the Federation of Municipalities and the Association of Counties to draft legislative recommendations.

Proposals for Subsequent Workshops

Workshop Two will bring colleagues from each city together to share their experiences with implementing their respective initiatives. Based on requests in participants' evaluation forms, it is proposed that the second seminar include presentations on municipal finance and urban planning legislation. Upon the workshop's conclusion, an issue or summary paper would be written on key issues for use in legislative reform and identification of best practices. This workshop is currently scheduled for January. The final date will be selected by the end of October.

Workshop Three will provide an opportunity for the participants to summarize the accomplishments of their UPLED activities and pinpoint issues appropriate to a case study and a publication of best practices.

IV.ANNEXES

Annex 1: Summary of Thematic Working Group

Annex 2: Summary of City Strategies

Annex 3: List of participants

Annex 4: Seminar Schedule

ANNEX 1: Summary of Thematic Working Groups

GROUP 1

CITY DEVELOPMENT STRATEGY AND MANAGEMENT

1. Key Issues

- Lack of Urban Development Strategy
- Lack of Socio-economic Development Plan
- Incomplete and contradictory legal frame
- Lack of communication at the level of decision-making
- Reduced transparency of decisions
- Decision-makers lack professional education
- Conflicts of interest in decision-maker's sphere
- Lack of basis for decisions and ignorance of existing studies.
- Lack of institutionalized relationships between "actors."
- Lack of inventory of privately-owned land in the municipality.
- Lack of land registration.
- Difficulties with the evaluation of potential profit generated by developed municipal property.

2. Opportunities

- Existence of General Urban Plans permitting economic development.
- Flexibility in application of Urban Planning rules.
- Increase in the staff's professional capacity and capability of decision-makers.
- Beginning of a new term for local councils and mayors.
- More young people involved in politics.
- The possibility of the mass media indirectly influencing decision- (or vice versa?)
- The opportunity to attract international financing programs.
- The achievement of the first stages in G.I.S. implementation.

3. Priority Actions

- Identifying Development Directions
- Building Partnerships
- Institutionalization of communication between actors.
- Education and Training of decision-makers and partners
- Identifying directions for cooperation.
- Involving business participants in improving the basis for decision-making.

GROUP 2

PARTNERSHIP IN URBAN DEVELOPMENT

1. Key Problems

- Underdeveloped community spirit
- All actors in local government, business, environment and civil society lack knowledge concerning the partnership.
- All actors exhibit a "delayed" procedural process, characterized by lack of trust, inertia, lack of responsibility.
- Lack of communication among partners.
- Reduced capacity to identify and resolve problems.

2. Opportunities

- Training Programs
- Mass Media
- Expertise available within local government, NGO's and other organizations. Opportunities for exchange of experience and mutual learning.
- Availability of potential sources of finance.
- Strong will to overcome a previous "unfavored" status.
- Local government's increased receptivity to partnerships.

3. Priority Actions

- Identify the community's important problems.
- Select the problems that might be addressed by the partnership.
- Prioritize actions
- Identification of partners
- Motivation of partners
- Assignment of responsibilities and action plan.
- Action
- Control, Monitoring and Evaluation.
- Corrections

GROUP 3

MUNICIPAL INVESTMENTS AND ECONOMIC DEVELOPMENT

1. Key Problems

- The investing environment is not structured in favor of private sector participation in economic development.
- Lack of regional-level cooperation in order to maximize the use of resources.
- Little knowledge of potential financing sources.

2. Opportunities

- Diversification of local public services.
- Jobs Creation
- Support for new and existing firms that offer products and services satisfying quality requirements for distribution in regional, national and international markets.

3. Priority Actions

- Market Study Concerning:
 - Information
 - Legal support
 - Implementation of study conclusions, monitoring and evaluation.
- Attracting Financial sources by:
 - committing local funds
 - utilizing existing external sources
 - forging public-private partnerships

Annex 2: Summary of City Strategies

FOCSANI WORKING GROUP

STEP 1: Elaboration of Guiding Vision

Focsani is poised to become a regional interest center with an improved quality of urban life through sustainable economic development and revitalization of its cultural identity.

STEP 2: Definition of Strategic Goals (for a 3-5 yr period)

1. Development of SME (small and medium enterprises), assessing the value of local resources;
2. Housing construction and rehabilitation of existing building stock;
3. Rehabilitation and development of material resources (buildings and others) for education and culture;
4. Assure social protection and healthcare infrastructure development

STEP 3: Setting Priorities

1. Development of the SME Sector

- Development of SME, assessing the value of local resources
- Modernization of institutional frame
- Identification of local assets
- Modernization of transport and utilities infrastructure
- Improvement of communication between “actors”
- Adequate local fiscal policy
- Policies for identifying and attracting sources of finance
- Training programs (decision makers, public employees, partners [other “actors”])

Potential partners:

- County government and Covasna (neighboring) county government
- Regional Development Agency
- Ministry of Transport
- Ministry of Public Works and Regional Planning
- Ministry of Finance
- Decentralized Institution (county branches) of the Government
- Trade and Industry Chamber
- Banks
- Public services providers (regias), local and county level
- NGOs
- Universities and training providers
- Mass Media

2. Housing construction and rehabilitation of existing building stock;

- Communicate the intention and design of the plan to the public through the mass media and other means
- Inventory of existing housing stock [census?]
- Opening communication channels with owners/tenants associations
- Devising an adequate local fiscal policy
- Launching a rehabilitation pilot project
- Selection of partners
- Identification of possible plots to be developed

Potential partners

- Mass Media
- NGOs, Building Companies Association
- Owners/tenants associations
- Reviewing institutions involved in building permitting process
- Architecture firms, Union of Architects
- County Inspection for Construction (MPW branch)
- Local investors
- Utilities companies
- Banks

3. Rehabilitation and development of material resources (buildings and sites of cultural heritage) for education and culture;

- Public communication of the intended plan through the media and other means, and polling of interest
- Initiating the partnership
- Initiating project working groups
- Mobilizing funding from public budgets (national, county, local)
- Adequate local fiscal policy
- Selection of partners for the implementation of plan

Potential partners

- Local Government
- Local and county branches of governing institutions
- Ministries: Culture, Education, Youth and Sport
- State and Private Universities
- SMEs
- NGOs
- Mass Media
- External financing sources
- Sponsors
- Utilities companies (regias)

IASI WORKING GROUP

STEP 1: Elaboration of Guiding Vision

Iasi envisions itself as a prestigious and multifunctional regional pole. It will be an economically powerful and well-connected metropolis, particularly prominent in higher education. These goals will be achieved by placing increased importance on intellectual life and culture, emphasizing the attractive and healthy urban center, and building upon the support of a strong community.

STEP 2: Definition of Strategic Goals (for a 3-5 year period)

Priority Goals

1. Support for economic restructuring;
2. Modernization of local public administration;
3. Development of SME sector;
4. Achieving a local legal frame effective in supporting local economic development and answering to the expectations of the community members;
5. International promotion of city image;
6. Sustaining a healthy environment;
7. Investments in infrastructure modernization;
8. Higher education development support;
9. Protection of built heritage;
10. Creation of a technological park;
11. Building up "community spirit".

Secondary Goals

1. Tourism development;
2. The development of the existing central business area;
3. Defining a long [medium] term local fiscal-financial policy that stimulates the investments;
4. Retraining and upgrading the labor force;
5. Cooperation within the region;
6. Higher quality research;
7. Extension, diversification and amelioration of commercial activity.

STEP 3: Setting Priorities

1. **Support economic restructuring;**
 - Create a favorable local legal frame;
 - Register all real estate and evaluate public property
 - Consult with a partnership of local businesses
 - Review the PUG and the PUZs as such....
 - Make public investments in infrastructure;
 - Encourage the SME;
 - Promote image of the city;
 - Institute retraining programs

Potential partners

- Local Council
- City Hall
- Trade and Industry Chamber
- Concerned business companies

- Labor (Human Resources) County Division
- The labor training center
- Educational institutions
- Mass Media
- Design firms
- Land Registration Office

2. Modernization of local government

- City Hall audit (human resources, material resources, financial ones)
- Program elaboration (for modernization...)
- Local government public perception study
- Cost evaluation
- Training for public employees
- New recruiting
- Information Technology improvement (on a coherent plan basis)
- Procedures review
- Public information center (and whole policy on that...)
- Gaining more effectiveness and efficiency in cooperating with other local government institutions (county and local)

3. Developing the SME sector

- Public investments in infrastructure
- Real estate registration and evaluation of public property;
- Favorable legal frame
- Fiscal and financial facilities in order to stimulate private investment
- Consulting and partnership with SMEs
- Labor retraining programs
- Advertising for attracting SME investors
- Promoting a partnership between academia and SMEs – advanced applicative research
- Business Incubator

Potential partners

- Local Council
- Iasi City Hall
- Mass Media
- Advertising agencies
- Experts
- Trade and Industry Chamber

Oradea Working Group

STEP 1: Elaboration of Guiding Vision

Oradea is an open gate to the Carpathian-region. Situated at a crossroads with over a millenium of history, it has long been a center of trade and has played host to incredibly diverse populations. The city is therefore remarkably tolerant of its multi-cultural citizens who observe widely varying traditions. Home to the most dynamic university in Romania, it also boasts a diversified, highly-trained labor force with a very small unemployment rate. The unique European-style citadel is the focal point of the city's architectural heritage, most of which is from the 19th century. Within the contemporary context of globalization, it will be necessary to focus on "development corridors" that can utilize Oradea's position as the closest city to the future western border with the European Union.

STEP 2: Definition of Strategic Goals (for a 3-5 year period)

Increase the quality of life;

Preserve the natural and cultural heritage;

Increase economic competitiveness (including the labor force's level of training);

The expected results:

1. Realization of a "European level" infrastructure [public services...]
2. Revitalization of the uniqueness of Oradea's cultural and historical heritage
3. Increased attraction of investments that can lead to the integration into the global/regional economy

STEP 3: Setting Priorities

1. Improving the existing project of the belt road, which is included in all approved urban plans and studies
 - Elaboration of the "financing project," international financing with local co-financing

Potential partners:

- City Hall
- Mass Media
- Consultants (RTI + USAID)
- Trade and Industry Chamber

2. The "Greater Oradea" Inter-municipal cooperation;

Potential partners

- City Halls – Oradea, Bors, Cetariu, Osorhei, Sanmartin (Felix Baths), Santandrei
- External partners (similar ones, with experience)
- Consultants with international expertise
- Business firms (Romanian and foreign)
- Civil society
- NGOs
- University
- County Council and Prefecture
- Federation of Municipalities
- Trade and Industry Chamber
- Mass-media

3. The Industrial Park

Potential partners

- City Hall – land, infrastructure, initial promotion
- The Industrial Park Administration
- Central Government
- Ministries
- Business firms (Romanian and foreign)
- Consultants
- University
- Mass-media
- Chamber of Trade and Industry

Annex 3. List of Participants-

	Oradea City Hall
Petru Filip	Mayor of Oradea
Constantin Jurca	Vice Mayor of Oradea
Stefan Kapy	Vice Mayor of Oradea
Constantin Badea	Director - Relations Department, Chamber of Commerce Bihor County
Emilia Bochis	Economic Director- Local Transport Regia
Sorin Florea	Chief - Authorizations and Control Service
Gabriela Gavris	Inspector - GIS Department
Livia Banu	Chief - Urban Data - base Department
Andrei Luncan	Director and Chief Architect - Urbanism Department
Gabor Pirv	Councilor - Public and Private Patrimony Service
Sorin Popa	Councilor - Budget Office
Mircea Sabau	Chief - Public and Private Patrimony Service
Stefan Stoicea	Planning Company Director (SC PROIECT)
Marcel Tarta	City Council, President of Commission on Urbanism
Rodica Ungur	Economic Director - Water Regia (APATERM)
	Iasi City Hall
Iulia Cucerca	Architect, Urban Planning Department
Lacramioara Vernica	Secretary, City Council
Tudor Leonte	Councilor, City Council
Georgeta Stirbu	Director -Public Financing Department
	Focsani City Hall
Decebal Bacinschi	Mayor of Focsani
Violeta Balica	NGO Local Promoters in Local Development, Focsani
Mariana Golesteanu	Director - Investment Department
Luminita Popa	Inspector - Urbanism Department
Natasa Nemes	Economic Director
Daniela Olaru	Director - Urbanism Department
Daniel Postu	Community Partnership Foundation, Focsani
	Invited Commentors
Adrian Moruzi	Director, Federation of Municipalities
Traian Florea	Director -Technical Department , Baia Mare City Hall
Cristian Ieremia	Local Economic Development Agency - Maramures Co. ADEMAR
Ion Constantinescu	Chief County Architect - Deva, Hunedoara
Florentina Iugan	NGO Earth Friends, Galati
Nicole Rata	Partners Foundation for Local Development, Bucharest
Nic Taralunga	I H S - Director & Architect - Institute of Housing and Urban Studies
	Invited Presenters
Mona Serageldin	Associate Director, Harvard Graduate School of Design
John Driscoll	Assistant Director, Lecturer in Urban Planning, Harvard GSD
Liviu Ianasi	Research Affiliate & Legal Expert HGSD, Lecturer Univ. of Arch.
Stefan Klosowski	RTI Romania Deputy COP and LED Specialist
Janusz Szewczuk	Former Deputy Mayor, Szczecin, Poland
	Research Triangle Institute
Glen Wright	Chief of Party, Research Triangle Institute
Alexandra Barbu	RTI - MIS, written Translation and Program Management
	USAID
Jim Gordon	Senior Public Administration Advisor

Annex 4: Seminar Schedule

Sunday 9/17/99	Monday 9/18/00	Tuesday 9/19/00	Wednesday 9/20/00	Thursday 9/21/00	Friday 9/22/00	Saturday 9/23/00
ANNEX 4		<i>Development Strategies during the Transition</i>	<i>City Development Strategies</i>	<i>Partnerships for Local Economic Development</i>	<i>Structuring Implementation</i>	<i>Action Plans and Next Steps</i>
Morning						
		<p>10:00-11:00 Registration 10:30-Press Conference <i>City Officials</i></p> <p>11:00—11:15 Opening Remarks, <i>Seminar Organisers</i></p> <p>11:15-12:00 Introduction of Participants and Program</p> <p>12:00:13:30 Local Development in a Globalized Economy: Development Strategies during the Transition <i>Mona Serageldin</i></p> <p><i>Moderator: Andrei Luncan</i></p>	<p>9:00-10:00: Economic Development and Capital Investment Planning Szczecin, Poland <i>Janusz Szewczuk</i></p> <p>10:00-11:00 Strategic Options for LED in Oradea <i>Nic Taralunga</i></p> <p>11:00-11:30 Coffee Break</p> <p>12:00-12:30 Questions and Comments on Presentations</p> <p>12:30-13:15 Presentations by Cities of Iasi and Focsani 13:15 Group Photo</p> <p><i>Moderator: Liviu Inasi</i></p>	<p>9:00-10:00 Management Tools to Support City Development Strategies Szczecin, Poland <i>Janusz Szewczuk</i></p> <p>10:00- 11:30 Neighborhood Development Strategies- Mobilizing Local Resources, Lublin. Poland <i>Mona Serageldin</i></p> <p>11:30- 11:45 Coffee Break</p> <p>12:00- 13:45 Optional Attendance of City Council Meeting Or Discussion Group on Previous Presentations</p> <p><i>Moderator: John Driscoll</i></p>	<p>9:00-10:00 Reporting Back</p> <p>10:00-11:00 Public/Private Partnerships <i>Stefan Klosowski</i></p> <p>11:00-11:30 Coffee Break</p> <p>11:30-12:15 Structuring Urban Programs to Support City Development Boston and Tirana <i>John Driscoll</i></p> <p>12:15-13:30 Strategies for Center City Revitalization, Barcelona & Lublin <i>Mona Serageldin</i></p> <p><i>Moderator: Nicole Rata</i></p>	<p>9:00-10:30 Report Back- City Working Groups-Strategy & Priorities</p> <p>10:30-10:45 Comments Coffee Break and Evaluation</p> <p>10:45-11:00 Coffee Break and Evaluation</p> <p>11:00-11:45 Seminar Synthesis <i>Mona Serageldin</i></p> <p>11:45-12:00 Certificate Distribution</p> <p>12:00-12:30 Closing Comments, Press Questions</p> <p><i>Moderator: Liviu Inasi</i></p>
<i>Afternoon</i>		Lunch	Lunch	Lunch	Lunch	Closing Lunch
	Arrive and Check-in	<p>15:00- 16:30 Strategic Planning and Management, <i>Mona Serageldin</i></p> <p>17:00 –18:00 Pressing Issues Faced by Romanian Municipalities <i>Comment: Adren Moruzi</i></p>	<p>14:30- 15:30 Briefing on Oradea <i>Andrei Luncan, Nic Taralunga,</i></p> <p>15:30- 17:30 Tour of Oradea <i>Andrei Luncan</i></p>	<p>15:00 to 16:00 Romanian Urban Development Process <i>Liviu Inasi</i></p> <p>16:00- 19:30 Thematic Working Group (Note: Groups worked after dinner to 23:30)</p>	<p>15:00 to 19:30 Development of City Strategies & Action Plans-(Note: Groups decided to work after dinner to 24:00)</p>	