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# Local Government Assistance Program (LGAP), Romania

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## Urban Planning and Local Economic Development Program In Romania

### *Summary Description*

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### ***Introduction***

The Urban Planning and Local Economic Development Program in Romania (UPLED) offered assistance to the cities of Oradea, Iasi and Focsani to formulate city development strategies and adopt improved urban management practices in support of local economic development. The three cities represented different urban scales, in terms of population<sup>1</sup> and size, and each had different initiatives in urban planning and economic development that could be leveraged through the UPLED Program.<sup>2</sup>

Designed as a one-year capacity building program, the UPLED program worked with local officials to change the perception and use of urban development and planning regulations from one of ‘reactive control’ to ‘proactive’ management of the urban dynamic in order to achieve social, economic, financial and environmental objectives. The program structured its major activities around four key themes and activities:

#### *Key Themes*

- Structuring a Development Strategy with a Focus on Economic Development;
- Strengthening Local Government Financial Management Practices and Identifying Partners for Development;
- Improving the Effectiveness of Local Government Practices; and
- Streamlining Urban Planning Legislation

#### *Major Activities*

- Building the capacity of the participating teams and other partners;
- Learning by doing with targeted technical assistance;
- Institutionalizing adopted strategies and practices through City Council Resolutions and Administrative Decisions; and
- Dissemination of successful practices among cities through networks.

At the end of the program, the Cities adopted more integrated approaches to fostering economic growth and identifying city development strategies. The Cities also streamlined urban development planning and building permit procedures and are making greater use of strategic management, financial tools and partnerships. Each of the three cities used the presentations developed for the final UPLED Seminar to market their respective strategies and projects to: central ministries, development agencies, banks, local councils and residents. In each city, to differing degrees, the elaboration of the development strategy and supporting projects resulted in attracting funding for key projects outlined in the strategy.

Programs similar to UPLED are now advocated by other development agencies as a prerequisite for receiving funds. Local governments are encouraged to develop city

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<sup>1</sup> Population Size: Oradea – 221,700; Iasi – 380,000; Focsani – 101,335

<sup>2</sup> The Urban Planning and Economic Development Program (UPLED) was implemented within the USAID Local Government Assistance Program in Romania. The Center for Urban Development Studies (CUDS) at the Harvard University Graduate School of Design developed and implemented UPLED in collaboration with the Research Triangle Institute and the cities of Oradea, Iasi and Focsani.

development strategies and undertake programs such as Agenda 21 to identify more integrated approaches to local economic development, social issues and actively addressing local environmental concerns.<sup>3</sup>

During the next year, the three cities will receive technical assistance on specific projects related to economic development and urban planning. Additionally, other cities have expressed an interest in adopting a strategic planning approach and the Ministry of Public Works is interested in scaling up the UPLED approach to benefit other cities.

***Each of the three cities are updating their web sites and incorporating new material developed under the UPLED Program.***

**Oradea.....[www.oradea.ro/](http://www.oradea.ro/)**

**Focsani..... [www.vrancea.ro/admin/primarie/](http://www.vrancea.ro/admin/primarie/)**

**Iasi..... [www.iasi.ro/](http://www.iasi.ro/)**

### ***UPLED Program Structure***

In September 2000, the three cities appointed an interdisciplinary team from the local government, NGOs and/or the private sector to work together over the course of a year. The city teams, along with other invited participants, exchanged experiences through three capacity building seminars co-hosted by each city, the Harvard Graduate School of Design's Center Urban Development Studies (HGSD) and Research Triangle Institute (RTI).

In between the seminars, the RTI/HGSD teams provided inter-disciplinary technical assistance to the city teams. This framework for providing assistance offered a flexible structure for working with the other development initiatives and provided entry points for technical assistance based on the priorities of each city. Local Romanian and regional consultants were deeply involved in building the capacity of the city teams and providing technical assistance. Within the key themes, major activities included:

### ***City Strategies and Local Economic Development***

- Adoption of a strategic approach to city development based on a transparent and competitive development process.
- Approval of development strategies by the Local Councils.
- Adoption of more proactive and flexible urban planning procedures to support economic development.
- Increased use of partnerships (public/private and public/public) to leverage funds and proactive strategies to access partners for external funding of infrastructure and revenue producing projects.<sup>4</sup>

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<sup>3</sup> For information of the Cities Alliance Program [www.citiesalliance.org](http://www.citiesalliance.org), for information on Agenda 21 visit [www.infohabitat.org/agenda21](http://www.infohabitat.org/agenda21).

<sup>4</sup> For example, Oradea was successful in obtaining funds from the Ministry of Public Works for a study on regional development (\$25,000) and approximately \$1.3 million dollars in matching funds for a portion of the Ring Road, a critical infrastructure investment in support of City's economic development

- Enactment of specific policies to support economic development and projects launched that resulted in new economic activities.
- Adopting indicators to monitor and assess the performance and impact of programs and projects.

#### *Financial Management Practices*

- Institutionalizing financial policies, financial tools (financial forecasts and determination of borrowing capacity) and instruments (taxation and zoning) to generate and manage financial resources to support the city development strategy and foster economic development strategies.
- Greater understanding among City Councilors and Senior Managers of the financial linkages between increasing local employment and increasing local revenue sources through the local government's share of the wage tax.
- Institutionalizing strategic multi-year capital investment programs to link the Capital Investment Program (CIP) to the development strategy. Adoption of new procedures, CIP steering committee structure and funding criteria for CIP.
- Use of program budgeting and separation of operating and capital budgets.

#### *Improving the Effectiveness of Local Government Practices*

- Adoption of strategic management approaches to promote sustainable economic development. (Oradea Development Agency, Focsani Strategic Management Committee, Iasi Strategy Development Office).
- Strengthened horizontal and vertical intergovernmental and interdepartmental cooperation.
- Metropolitan Cooperation leading to integration of sub-regional local governments into a regional development plan.
- Adoption of reporting mechanisms to improve management and use of indicators to develop and monitor strategy. Introduction of more sophisticated citywide management information system.
- Reinforced linkages among existing sectoral initiatives and services to leverage scarce public resources for economic development and improve public services.

#### *Legislative Program*

- The cities participating in the UPLED activities created stronger linkages between planning instruments and economic development. Each city is actively linking urban planning instruments (PUG, PUZ) and public investments to support economic development.
- Each city has enacted measures to streamline the planning and building permit processes.
- The Legislative Working Group reviewed Law 350 on Regional and Urban Planning and modifications to Law 50/1991 concerning building permitting process. A legislative agenda was presented to the Federation of Local Authorities and the professional associations of the Chief City Architects, the County Architects and the Romanian Planners Association. This document will be further developed within the legislative committee of the Federation of Local Authorities.

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objectives. Additionally, all three cities have been successful in obtaining loans and grants for other infrastructure services and in the case of Iasi, EU funds for a technology park.

### ***Strategic Planning--City Development Strategies***

The UPLED Program provided Iași, Focșani and Oradea an opportunity to review each other's experience in adopting a strategic approach to city development, establishing capital programming procedures and launching specific interventions. As described in their presentations in the final UPLED seminar, they are well advanced in:

- Redefining their role in the context of national devolution policy; and
- Facilitating private investment in the transition from their traditional economic base to emerging sectors.

They have been able to formulate different approaches, in accordance with their circumstances, to take advantage of a changing economic context. Their technical capacity to evaluate the appropriateness of specific interventions in the context of their development plan is improving rapidly in spite of often inadequate citywide and regional data.

The participating city teams took the lead in coordinating the development of the strategies and at the end of the program, developed professional presentations outlining each City's strategy, key development issues, activities and projects and, financing and partners. These presentations have used to promote the strategy and specific projects to the City Council, national and international government agencies and lenders and potential investors (see Annex 1 for the Agenda). A reflection of the change in approach is evident in each of the three city's web pages that have incorporated many of the materials developed under the UPLED program.

### ***Strengthening Institutional Capacity***

A key activity of the UPLED Program was to institutionalize a strategic approach to city development and link programs and projects to partners and financing sources. In Oradea, a newly formed Agency for Patrimony consolidates economic development and urban planning functions in one development agency. In Focsani and Iasi, new strategy departments were approved by City Council to develop, implement and monitor the city development strategy. In Focsani, the Strategy Department could not be staffed due to new central government regulations that limited the number of city employees based on a city's population. As an alternative, Focsani formalized an interdepartmental planning committee to link the city's development strategy to the annual capital improvement program.<sup>5</sup> The three cities also created active links with public, private and NGO partners to develop the strategies; in Iasi and Oradea the partners included those participating in Agenda 21.

In each of the UPLED cities, the City Councils were involved in developing or approving the development strategies or Mayor's decisions were used to formalize functions such as the improved capital investment planning process that linked the city development strategy to the capital investment program.

### ***Partnerships for Development***

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<sup>5</sup> The Focsani team developed a timeline of financial planning and reporting activities that incorporated legal requirements, current practices in Focsani and modifications to the budget cycle to create stronger linkages between projects identified in the strategy and the CIP. The Focsani team developed manuals on tax revenue and the local budget as well as a training program for managers within Focsani City Hall to identify and track CIP related projects and outline the activities of the interdepartmental task force.

*The city of Iasi, together with the County and other partners successfully applied for EU funding to create a technology park in existing underutilized space.*

In addition to the traditional category of public/private partnerships, the UPLED Program helped the three cities to identify public/public partnerships to foster economic development activities that attract and enable the private sector to function for efficiently. The Program also helped the cities to understand their roles as regional service centers and the contribution of the emerging service sector in generating jobs. For example, the cities of Iasi and Oradea incorporated universities, research centers and major public services, such as hospitals into their city development strategies.

Some of the partnerships critical to achieving the objectives of the cities included:

- Funding for infrastructure programs including EBRD/ISPA funding in Focsani, Oradea and Iasi and for a portion of the ring road in Oradea.
- Oradea City Hall established a precedent setting agreement with the surrounding communes to establish the Oradea Metropolitan Development Plan with pilot funding from the Ministry Public Works.
- Oradea City Hall and the Business Association in Oradea will administer a Business Attitude Survey.
- Focsani City Hall received funding and access to credit for homeownership from central government housing programs.
- Iasi successfully combined city and county resources to attract EU funding for a technology park.
- Iasi City Hall and the Chamber of Commerce worked together to improve the permitting process.
- Oradea is entering into agreements with private homeowners and larger investors such as Banks to jointly renovate historic properties.
- Oradea and Iasi entered into land readjustment programs with private owners to consolidate land for public uses and economic development.

### ***Focsani: Improving Services and Quality of Life***

*Focsani: An integrated approach to upgrading the infrastructure services and public spaces in high-density housing occupied by local factory employees, is an example of how the City is implementing a key objective of the city development strategy: to improve the quality of life of city residents working in area factories. This is a best practice, which other cities could replicate; the project will be documented for wider distribution.*

*In Focsani, the City Development*

*Strategy outlines appropriate roles for the public and private sectors. Due to market demand for additional space, existing buildings are being renovated and converted into new workspace by garment manufacturers (private sector). The public sector role is to facilitate this process and improve the quality of life for city residents through the revenues received from increased employment and the local government's portion of the wage tax.*

### ***Legislative Agenda***

The main objective of the UPLED legislative initiatives was to develop a program of legislative reform for urban planning and land use with the Federation of Local Authorities and appropriate central government ministries.

A legislative working group was formed to assess the existing legal framework and recommend key changes in urban legislation and urban development regulations to foster local economic development. The RTI/HGSD Legislative group worked with representatives of local governments, different ministries (Public Works, Transport and Housing; Public Administration; Finance; and Small and Medium Enterprises) and other USAID programs involved in legislation.

The Working Group presented a legislative agenda on the Urban Planning Law to assist the Federation of Local Authorities in drafting legislative proposals.

### ***Building Capacity and Dissemination***

Under UPLED program, training materials and case studies were prepared for the three seminars. Participants from the three cities, LGA component specialists, HGSD, RTI and regional experts prepared local and regional case studies, software programs and presentations. The materials developed for the seminars were distributed on CD's and will be available in English and Romanian on various websites including: the Romanian Planners Association ([www.apur.ro](http://www.apur.ro)), the Local Government Assistance Program ([www.lga.ro](http://www.lga.ro)) and the Center for Urban Development Studies at the Harvard University Graduate School of Design (<http://www.gsd.harvard.edu/cuds/>).

The dissemination of training modules and successful local and regional case studies was an objective of the UPLED Program. The experience acquired by the UPLED cities, using creative solutions within the existing legal framework have provided innovative practices and case studies for other LGUs. In addition to the participants from the three UPLED cities (40 persons/seminar), the UPLED seminars benefited participants from other LGUs and central agencies.

The UPLED program also developed a web site for the Romanian Planners Association to strengthen the Association's ability to provide services to its members and disseminate information and recommendations on pending legislation. (<http://www.apur.ro/>)

### Summary Points

1. *Scaling-up.* The UPLED Program was successful in meeting its objectives in the three cities. The Ministry of Public Works is interested in scaling up the program to benefit more local governments.
2. *Demand-Driven Technical Assistance.* Each city will typically have different strengths and capabilities that should shape the technical assistance provided. From its initiation, the UPLED Program promoted a cross-component, demand-driven approach to defining the technical assistance based on the capacity and needs of each local government.
3. *Capacity building,* linked to targeted technical assistance and learning by doing is an effective method of empowering local authorities and professionals to restructure their approaches to local economic development. This approach also builds a cadre of trained professionals who can offer assistance to other cities.
4. *Institutionalizing the Process.* Institutionalizing the process of developing, implementing and monitoring a City Development Strategy and the Capital Investment Program is key to developing a sustainable process. City Council and Mayor's decisions are key to institutionalizing the approach and linkages with key partners, including City residents and businesses.
5. *Coordinating national and local activities.* The Romanian government is expending substantial funds to improve the national infrastructure, particularly the road network, and more projects are in the planning stage. There is a need for a formal proactive consultation process to the municipalities affected by these projects to ensure that they not only reflect local needs but that the municipalities can incorporate them in their strategic plan and take full advantage of their economic and spatial development potential. For example, Oradea's economy will be strengthened by the construction of the Pan-European Eastern Corridor that will link it to Budapest and Krakow. Improving the national highway between Oradea and Moldavia would extend the benefits of this project to Iasi.
6. *Managing Metropolitan Growth.* The opening of the Romanian economy has not only given wide latitude to domestic and foreign investors but also fostered a growing competition among cities and between cities and their hinterland. Private investment has started to gravitate to locations in rural communes on the urban fringe where land is cheaper. Development controls are lax and new construction is occurring frequently without adequate infrastructure. This is a worrisome trend that needs to be addressed by clarifying the interlocking relationships between the county and municipalities.  
*In February 2001, the Mayors of Oradea and the seven adjacent communes of Bors, Sanmartin, Cetariu, Nojorid, Osorhei, Santandrei and Biharia signed a precedent setting memorandum of understanding on regional cooperation. Under the UPLED Program, Oradea requested technical assistance to shape a framework and operational strategies to support of common regional economic development objectives. Working sessions among the Mayors and their senior staff provided an opportunity to:*
  - (a) Present the challenges and opportunities of regional cooperation based on their local development dynamics and priorities;
  - (b) Review and discuss regional cases on inter-communal cooperation for economic development; and
  - (c) Identify priorities and potential partners for further cooperation.*The creation of the Oradea Metropolitan Area with an estimated population of 261,000 is being formalized. The Mayors and the City Councils have approved additional working protocols for regional cooperation and the Ministry of Public Works is funding a regional study as a pilot initiative.*
7. *Municipal and sub-municipal development*

unpredictable yearly yield complicates the budgetary process; they are burdened by the growing operating cost of municipal infrastructure, including the district heating systems; and they have limited powers to modulate the rents on their social housing stock to reflect real operating and maintenance costs. The uncertain financial climate in which the municipalities operate not only hinders their effort to formulate longer-term development strategies but does not allow them to make informed decisions on the utilization of their assets in land and buildings. For example, the decision to lease or sell public lands to a private developer should be based on an evaluation of its long-term consequences rather than as an expedient way to get around a cash shortage. The whole issue of the modulation of local rates and fees to encourage private investment is only starting to be addressed by the municipalities and cannot be easily explored without a committed basic level of financial support from the central government.

8. *Legislative Agenda.* Legislative changes on behalf of local governments will require consistent and persistent lobbying by both technical and political bodies. The establishment of a legislative committee within the Federation of Local Authorities can create the structure required for effective legislative reform.
9. *Case Studies.* City officials respond well to regional and Romanian cases, these types of cases are an effective manner for transferring new knowledge and skills to local authorities.
10. *City Marketing and Reporting.* Given the competitive environment facing each city, effectively communicating the city's development strategy and particular economic development focus is important to retaining and attracting new investors. The UPLED Program helped the participating cities to develop effective power point presentations that can be used in the future. The groundwork has been laid for the cities to develop a more systematic method of bringing together key data and information for applications for project funding including public, grants, and private capital.
11. *Dissemination.* The regional training centers and universities working in areas of urban development can play a stronger role in training and dissemination of good practices and economic development materials.

### ***Follow-up Activities***

#### **Oradea**

The City Council approved a revised development strategy in December 2001. Additionally, Oradea, on behalf of the seven communes, mobilized funding from the Ministry of Public Works for a pilot study on metropolitan development. The study will focus on economic and regional development. Oradea is also continuing its work on Local Agenda 21 and identifying indicators for monitoring development.

Oradea has requested that the Oradea Metropolitan Development Plan be the focus on USAID/LGA UPLED activities. Additionally, they have request assistance to develop a strategy to promote economic development at a regional level and develop a framework and process to incorporate resident comments in zoning review applications and the capital investment program.

#### **Focsani**

A Local Council Commission for Strategic Planning was formed to review the Focsani Development Strategy developed under the UPLED Program and was subsequently approved by the Local Council in December 2001.

The financial planning instruments developed during the last year were operationalized including a financial policy regarding local taxes and fees; a process and criteria for selecting projects for the rolling three-year capital improvement program; and a systematic outreach program to gain citizen feedback on funding priorities. The Focsani team plans on developing indicators to monitor the city strategy and projects by involving the working groups that assisted in drafting the City Strategy.

The City Team presented different proposals for continued UPLED assistance under the UPLED Program include public/private partnerships to revitalize apartment blocks as part of a program of integrated rehabilitation of neighborhoods including infrastructure and public spaces.

### **Iasi**

The Iasi City Team plans to update city development strategy outlined in the Economic and Social Development Program, adopted in March, 2001 on an annual basis. They also are planning to use the CIP planning process, developed and institutionalized under the UPLED program, to identify new projects in the next fiscal year with a particular focus on economic development. The newly formed Strategy office will continue its Agenda 21 activities and work with partners to develop a comprehensive indicators program to monitor the strategy.

Projects identified for further assistance under UPLED will include developing a legal and institutional framework for revitalizing the main pedestrian street through Public/Private Partnerships; strengthening the institutional capacity to implement and monitor the City Strategy and develop a policy for attracting businesses.

### ***Other Partners***

#### ***Professional Associations***

The two professional associations of planners from public administration – the Association of County Chief Architects and the Association Municipalities Chief Architects—together with the Romanian Planners Association, have proposed to work together in two areas:

- The legal framework of urban development; and
- Training programs in urban development organized in cooperation with relevant universities.

The work carried in the area of legislation, in partnership with the Ministry of Public Works will focus on adjusting and improving the new legislation and on auditing the implementation and impact of the new planning law.

The training activities would focus on promoting the strategic approach in planning to foster economic development and the participatory planning processes. These activities can be achieved through seminars and specific working sessions with new Romanian cities newly using the process and tools developed under the UPLED program and drawing upon local experts from each of the three UPLED cities.

#### ***Ministry of Public Works***

The Ministry has expressed its interest in improving the legal framework for urban development and the cooperating with public authorities regarding urban development

*September 2000: Oradea*



The first UPLED Seminar was held in Oradea in September 2000 during which the city teams identified key issues regarding their economic development strategies and the linkages with urban management and land use planning.

and regional planning.

### *Annex 1: UPLED Seminars*

*March 2001: Iasi*



The second UPLED Seminar was held in Iasi in March 2001. The cities had the opportunity to present projects and programs within four key areas:

- Structuring a Development Strategy with a focus on Economic Development
- Financing the Development Strategy through improved Financial Management Practices
- Institutionalizing Effective Urban Management Practices
- Streamlining Urban Planning Legislation.

The proceedings from these first two seminars can be found at the following website: [www.gsd.harvard.edu/cudsT](http://www.gsd.harvard.edu/cudsT).

### *September 2001: Focsani*



The third UPLED Seminar was held in Focsani in September 2001. The cities had an opportunity to share their accomplishments among each other and with other invited cities and national agencies. The work presented by the cities showed that they have adopted a more integrated approach to fostering economic growth and articulating a development strategy.

#### *Seminary Proceedings*

- 1. Foreword**, *Mona Serageldin*
- 2. UPLED Program Agenda**, *John Driscoll*
- 3. UPLED Organizers and Participants**
- 4. City Development Strategies**
  - 4.1. "The Development Strategy for Focsani Municipality", *Violeta Balica & Daniela Olaru*
  - 4.2. "The Financing Strategy for Focsani Municipality", *Natasa Nemes*
  - 4.3. "A Challenge of the History: the Urban Economic Development of Iasi Municipality", *Ionel Oancea*
  - 4.4. "The Development Strategy of Oradea Municipality", *Petru Filip*
  - 4.5. "The Oradea Metropolitan Area", *Andrei Luncan*
- 5. City Presentations on Best Practices**
  - 5.1. Focsani: "The Institutionalization of the Capital Investment Program", *Cristina Costin*
  - 5.2. Focsani: "Programs and Projects on Urban Development", *Daniela Olaru*
  - 5.3. Iasi: "Tehnopolis, the Technological Park", *Claudia Stoica*
  - 5.4. Iasi: "Hecuba, the Assistance Center for Young Mothers", *Iulian Murgulescu*
  - 5.5. Oradea: "The Rehabilitation and Financing of Historical Structures from the Local Budget", *Andrei Krausz*
  - 5.6. Oradea: "Organizational Structures within the Administration of the Real Estate Patrimony", *Mircea Sabau*
  - 5.7. Oradea: "The Characteristics of the Fiscal Zoning and its Influences on the Local Budget during 2001-2002", *Tanase Miculescu*
  - 5.8. Oradea: "The Ring Road", *Aurel Giurca*
- 6. Indicators in Monitoring a Development Strategy**
  - 6.1. Overview and key issues, *Mona Serageldin*
  - 6.2. Common themes and indicators in the Romanian context, *Mihaela Vrabete*

**Annex 2: Results, Impact and Sustainability Matrix**

Nr	Local Government	PROJECT TOPIC	RESULTS	IMPACT	SUSTAINABILITY (FACTORS)
1	<b>ORADEA</b>	1. City Development Strategy 2. Financial Policies 3. Metro Oradea 4. Agency for Economic Dev and Urban Planning 5. Zoning 6. Outreach to Business Community	1. City Development Strategy adopted by Local Council in 2000 updated and approved in December 2001. 2. Financial Policies adopted, three year CIP linked to strategy, indicators used to evaluate CIP projects. 3. Oradea Metropolitan Development Zone Formalized 4. Agency for Real Estate Patrimony Formed 5. Management plan for introduction and management of functional zoning. 6. Business Attitude Survey	1. More effective linkages between City Development Priorities, LED strategies and urban planning and management. More effective use of public assets to promote LED. 2. Clearer financial policies leveraged local budget resources, obtained external funding for infrastructure projects including National and EU funds for ring road (\$1.3 million). 3. Regional cooperation for economic development, leveraging national and EU sources for regional development. Cluster of local governments benefiting from training and capacity building assistance. 4. First agency in Romania with a mandate and responsibilities to promote economic development and manage urban development. 5. More transparent land use designations and streamlined approval process. 6. Assessment of local economic environment.	1. Adopted by City Council, changed perception in use of strategic planning and urban planning to support LED. 2. Financial analysis tools, revenue forecasting, program budgeting, separate operating and capital budgets adopted and institutionalized on an annual basis 3. Adopted by City Councils, funding for regional study approved by Ministry of Public Works. 4. Adopted by City Council resolution, financial resources available. 5. Ongoing commitment to streamlining the zoning and land development process. 6. Survey, Procedures and process approved by Mayor.

Nr	Local Government	PROJECT TOPIC	RESULTS	IMPACT	SUSTAINABILITY (FACTORS)
2	<b>Bihor County</b>	1. Regional Cooperation	1. Regional Cooperation between County and eight local governments, Maps produced through interagency coordination for unified Oradea Regional Zone	1. County support to local governments	1. County leadership participated in Seminars, endorsed project, co-requestor for additional studies.
3	<b>IASI</b>	1. Economic and Social Development Strategy 2. Office for Planning and Strategy Development. 3. Financial Policies Adopted 4. Land Readjustment 5. Technology Park 6. Streamlined Permit and Urban Planning	1. Economic and Social Development Policy adopted by the City Council, March 2001. 2. The Office for Planning and Strategy Development approved by City Council, terms of reference and staffing approved by Mayor 3. Financial Policies adopted, three year CIP linked to strategy, indicators used to evaluate CIP projects. 4. Negotiated agreement with private land owners to relocate from restituted parcels in key central location. 5. Technopolis Park funded by collaborative, feasibility study approved by County and City Councils. 6. Iasi developed new procedures to expedite approval process.	1. Strategy reoriented to forward looking approach, building on existing and potential assets, broader group involvement in collaboration with Agenda 21. 2. Strategy Office actively linking sub-projects under strategy to partners and funding sources. 3. Adoption of indicators program to plan and monitor development strategy and projects. 4. Land available for development of cultural zone. 5. Technopolis. Land and building assets leverage EU funding. 6. Reduced start-up time for urban planning and building permits.	1. Process institutionalized, City Council will review strategy on an annual basis. 2. Strategy Office approved by City Council, Mayor appointed strategic planning committee. 3. Financial analysis tools, revenue forecasting, program budgeting, separate operating and capital budgets adopted and institutionalized on an annual basis. 4. Combination of negotiations and City Council resolution. 5. Technology Park oriented towards emerging economy, collaborative of users well structured. 6. Developed in collaboration with Chamber of Commerce.

Nr	Local Government	PROJECT TOPIC	RESULTS	IMPACT	SUSTAINABILITY (FACTORS)
4	FOCSANI	1. Local Development Strategy 2. Financial policies and attracting external financing 3. Effective Urban Planning 4. Neighborhood rehabilitation 5. New housing program 6. LED promoters group	1. The city development strategy developed with work groups representing NGOs and city agencies. Adopted in Dec 01. 2. Financial policies regarding revenues and expenditures established and published. CIP procedures and related training to departments established. 3. Reuse of older buildings encouraged, building permit process streamlined, new growth zones linked to infrastructure servicing strategies and desire to diversify local economy away from textiles. 4. Precedent setting approach to integrated upgrading of services in high-density residential neighborhoods. 5. New housing units attract young families in Focsani. 6. LED Promoters NGO established	1. More effective linkages between City Development Priorities, LED strategies and urban planning and management. Unemployment declined by 2% in a year. 2. More effective use of local assets and finances to promote city strategy and local economy. Successful at attracting external financing including private capital. 3. Rapid expansion of textile industry. New uses identified to diversify economic base 4. Integrated improvement of a neighborhood with participation of residents. 5. Retention of young families in Focsani 6. LED Promoters NGO broadened input into planning process.	1. Commitment by the Mayor, City Council Resolution, good communication with the mass media. 2. Mayor's decision, manuals developed by Finance Department, training for participants. 3. Reuse and reconversion adopted as part of City Development Strategy. 4. Pilot successful, approach to be adopted in other neighborhoods. 5. Based on attracting external financing sources. Project may have to be adopted based on new sources. 6. NGO contribution acknowledged by CITY Hall, integrated into the development and implementation process.