



# One Step ahead for Local Development

**SACELE Local Action Plan**  
NeT-TOPIC Thematic Network



Connecting cities  
Building successes





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# Institutional foreword



**Mr. Radu Florea NISTOR, Mayor of Săcele**

**Săcele Municipality** is organized and operated under the principles of decentralization, local autonomy, the deconcentration of public services, eligibility of local government authorities, law and the consultation of citizens in solving local problems

**Our goal** is to identify and meet the needs and expectations of Săcele's citizens in terms of economic performance conditions. That's why, elaborating **the Local Action Plan in Net-TOPIC framework**, was a mean to achieve our strategic objectives, namely:

1. Increase the responsibility to Săcele's citizens and state institutions, in terms of efficiency, profitability and improvement of services in order to obtain their satisfaction, retention and improving the image of the institution.
2. Continuous improvement of services quality.

**Our mission** is that, through the skills we have, to serve our citizens and the society, with planning, development and management services within the territorial of Săcele city, in territorial, administrative, cultural, social, environmental, public policy and European integration fields. In all our actions we respect citizen's requests and its legality.

Săcele,  
01.06.2011



# 1 - INTRODUCTION TO THE URBACT PROGRAMME AND NET-TOPIC THEMATIC NETWORK

## 1.1. NeT-TOPIC Thematic network

**NeT-TOPIC** is one of the thematic networks within the URBACT programme. The network comprises a group of 8 European cities in transformation, with shared problems including industrial decline, territorial fragmentation and social polarisation. Located near to major cities, NeT-TOPIC partners are carrying out a transformation process to turn themselves into more attractive urban areas. Focusing on their own urban identity, offering a better quality of life, and improving citizen integration and social cohesion so that they can fulfil new roles within their metropolitan areas, are some of the common objectives.

The network, led by L'Hospitalet de Llobregat (metropolitan area of Barcelona, Spain), also includes Nanterre (metropolitan area of Paris, France), Salford (metropolitan area of Manchester, United Kingdom), Sesto San Giovanni (metropolitan area of Milan), Haidari (metropolitan area of Athens, Greece), Barakaldo (metropolitan area of Bilbao, Spain), Sacele (metropolitan area of Brasov, Romania) and Kladno (metropolitan area of Prague, Czech Republic).



76% of the European population lives in medium and small sized cities of less than half a million inhabitants (according to the United Nations report "State of World Population 2007"). This situation needs to be analysed in greater detail, as the study's main targets tend to be large cities.

The NeT-TOPIC project is aimed at medium sized (intermediate) cities that are located close to a major city and/or inside a metropolitan area. As a result of their location within the metropolitan area next to a

central city, and the urban and territorial systems in which these cities are embedded, they are faced with several common problems. One of these is the fact that land belonging to the intermediate cities has been used for the industrial sector (sectors which are now in recession/decline), for infrastructures (which split up the city) and for residential areas (which need integrated rehabilitation). We must bear in mind that these urban areas are often configured as suburbs with no internal cohesion, urbanised in a way based exclusively on central city logic. Faced with this situation, the cities need to adapt their land uses to their socio-economic and territorial area trends, and they must therefore develop models for city change process. The network cities are managing to change themselves in a way that increases the strategic value of their territory, in order to make it more attractive and offer a better quality of life and better citizen coexistence. This means that they are changing from peripheral cities to central cities, from residential to daytime cities (university, administrative or business centres), from industrial cities to technological/knowledge/service cities — from monofunctional to multifunctional.

Apart from some of the common problems that these cities face, such as industrial decline and territorial fragmentation caused by infrastructures, there are further factors that have influenced their urban transformation and that need to be highlighted. On one hand, these have been of a social nature: demographic changes and social dynamics, specifically high immigration; a fall in the predominantly young population; and social polarisation. These are closely linked to factors of an economic nature: changes in the labour market, delocalisation of jobs towards the big city, economic diversification and trends towards the tertiary sector. On the other hand, there are also problems deriving from urban morphology and infrastructures: territorial disordering, lack of housing adapted to the new demand, industrial areas in disuse and lack of building land.

The URBACT Programme has provided these cities with a platform to reflect on a new city model to increase the strategic value of their territory. Within this framework, and with the support of the URBACT expert, Fernando Barreiro, NeT-TOPIC cities have carried out a knowledge and best practices exchange process, and have learnt some lessons that might help them in the future transformation of their cities.

The following are the themes that have been analysed and developed within the project life (April 2008-July 2011):.

### **CORE THEME:**

- Building new models of urban development in peripheral cities within metropolitan areas.

### **SUB-THEMES:**

- The first issue is to develop and consolidate an urban identity for these cities by the application of a new city model. Peripheral cities are still thought of as the suburbs of the central metropolitan city.
- The second issue relates to enhancing new forms of urban and metropolitan governance. The restructuring of the metropolitan areas, the emergence of new poles within the metropolis, new mobilities and changes in the use of the territory, require new processes of negotiation and coordination between territorial and local actors, both public and private. Several themes and subjects require the agreements and initiatives of these different actors to find new solutions to new problems. Urban transport, housing, location of new firms, sustainability and social cohesion are some examples.
- The third issue is urban fragmentation due to roads and communication infrastructures that are obstacles to urban integration and cohesion within these peripheral cities.
- The fourth issue is the recovery and conditioning of the cities' abandoned and obsolete industrial areas, old industrial spaces or disused infrastructures, such as military installations. The restructuring of these zones for new uses is a key challenge face by the peripheral cities.

- The final issue is the planning and management of urban change to transform a monofunctional city into a multifunctional one, drawing new central areas, new commercial axes, and combining several urban functions within the city — culture, leisure, economic activity and residential areas.

Since the project was begun in April 2008, its partners have been working together to exchange knowledge and best practices. The project aimed to enhance the role of the peripheral cities in territorial governance and urban planning processes to achieve their desired new city model. Several activities have been organised for this purpose, including seminars, workshops and working meetings, and a number of documents have been produced, such as the publications “DRIVING FORCES FOR URBAN COHESION: Recovering abandoned and obsolete industrial areas and avoiding fragmentation and urban division in peripheral cities of metropolitan areas”; “BUILDING NEW URBAN IDENTITIES: from monofunctional to multifunctional cities”; “Enhancing new forms of URBAN AND METROPOLITAN GOVERNANCE”; and the “Bank of Urban Transformation Processes”, and the “Guidelines and Recommendations for carrying out Urban Transformation Processes” or the present **Local Action Plan**.

## 1.2. THE URBACT PROGRAMME

URBACT is a European exchange and learning programme that promotes sustainable development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in confronting increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental aspects. It enables cities to share good practices and lessons learned with all those professionals involved in urban policy throughout Europe. URBACT comprises 300 cities, 29 countries and 5,000 active participants. URBACT is jointly financed by ERDF and the Member States.

URBACT specifically aims to:

- Facilitate the exchange of experience and learning among city policy-makers, decision-makers and practitioners;
- Widely disseminate the good practices and lessons drawn from exchanges and ensure the transfer of know-how;
- Assist policy-makers and practitioners, as well as managers of Operational Programmes, to define Action Plans for sustainable urban development.

European cities have a key role to play in confronting major urban challenges. International, European and national solutions are essential, but they are not enough — cities have to search for adapted, effective local responses. Within this framework, URBACT enables European cities to develop solutions that can be adapted by other cities. This bottom-up approach constitutes the programme’s key characteristic and its added value.

### 1.3. STRENGTHNING THE IMPACT ON LOCAL POLICIES: THE URBACT LOCAL SUPPORT GROUP AND LOCAL ACTION PLAN.

URBACT is not just limited to cities; it works with all parties who have a stake in the city; urban policy professionals, elected policy makers and representatives of non-profit associations, researchers, academics, NGOs, etc. In this sense, apart from the network members and the transnational exchange, every URBACT II partner has to set up a **Local Support Group** which is made of local parties directly concerned by the subjects the project covers. These groups contribute to and benefit from the transnational exchanges (elaborating case studies, taking part to seminars, aso.) and above all, they are in charge of elaborating the Local Action Plan.

The ULSG's objectives, activities and composition depend upon the project topic, the nature of the exchange activities proposed and the nature of local needs and experience. The main aim of the ULSG is to improve the impact of transnational exchange activity between countries at local level, ensuring that the exchange reflects the needs of the city "on the ground". The ULSGs have the potential, as part of the European wide URBACT "community", to take key messages about managing sustainable cities to a far broader audience. They are intended to disseminate and mobilise stakeholders, define needs and, as mentioned before, to co-produce the Local Action Plan.

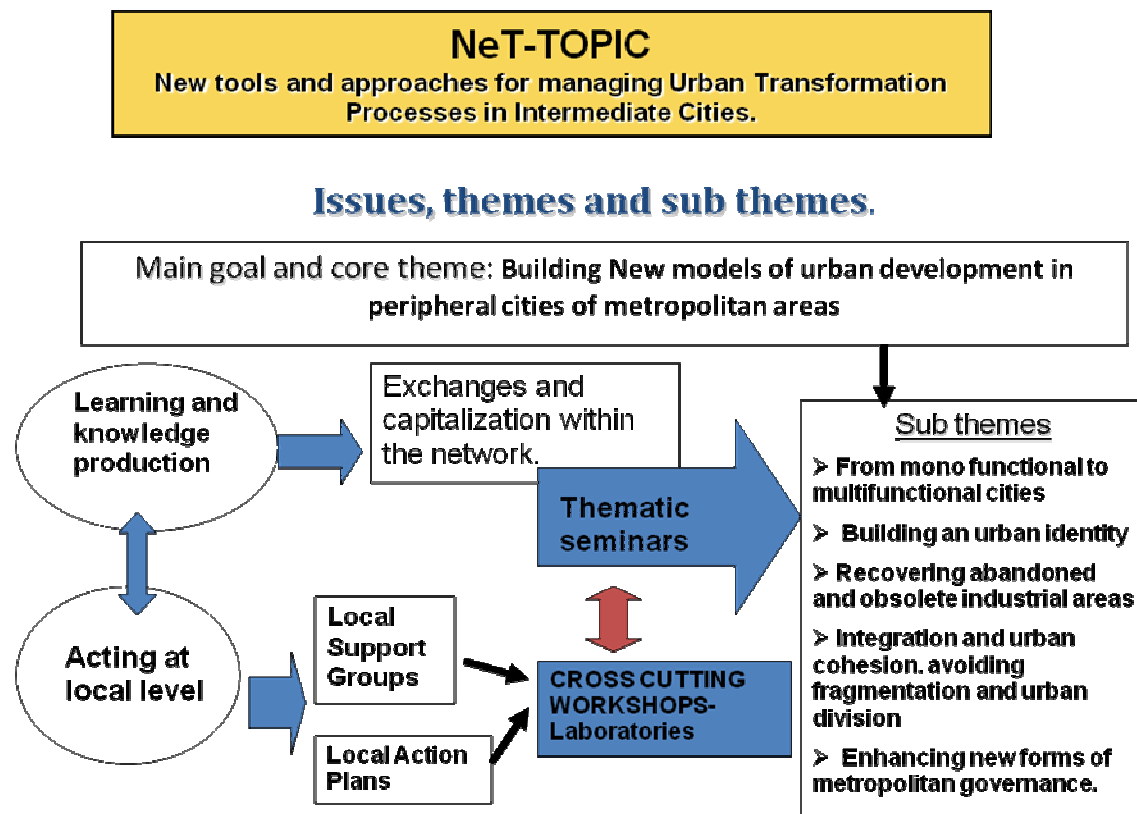
Each URBACT partner also commits to producing a **Local Action Plan**. This concrete and operational output shall address the problems identified by the partner at the beginning of the project and draw on the results of the exchange and learning activities implemented by partners over the life of the project. Each Local Action Plan should provide for each partner a concrete roadmap and a range of solutions to tackle the core issues identified at the start of the URBACT project. Each project partner and ULSG must adapt their LAP to their reality and needs.

The main aims of the LAP are:

- To improve the impact of transnational exchange and learning on local policies;
- Give concrete form to the outputs from networking activities carried out by partners;
- Be an instrument for further change.

Using specific mean and tools, URBACT puts emphasis on the impact of transnational cooperation on local urban development policies and practices.

## Working methodology scheme of the NeT-TOPIC thematic network



## 1.4. SACELE MUNICIPALITY VS. NET-TOPIC PARTNERS

Sacele Municipality is situated in the South East side of Brasov, 15 km from Brasov city center, being at the cross of important regional and national roads (DN1 Brasov-Valenii de Munte - Predeal and DN1 Bucuresti - Brasov – the main national road).



One of Sacele's features is the coexistence of several ethnic groups, which generate a wide variety of complex cultural events. This represents the identity and the specificity of Sacele city. As a city situated on the suburb of the metropolitan area, Sacele city faces the same problems as all partners from Net Topic network.

Sacele city is one of the six cities located in the depression "Tara Barsei" under the direct influence of Brasov city (from economic, cultural and social point of view), being another reason for us to try to keep city's identity, in order to be an independently community.

The cities that are in this situation need to rally to the development directions of the area which they belong to, without losing their specificity/ identity (cultural, economic, etc.).

Although, Net Topic cities are not identical in terms of area, population or degree of development, each of them face the same problems: industrial decrease, lack of jobs, the risk of becoming not attractive for his habitants. We can see at the same time the trend to turn into "dormitory town" for the persons who work in the metropolitan area. Due to these tendencies, manifested also in case of Sacele municipality, **solutions have to be found in order to revive the local economy and cultural life, through the action of key local actors and effective collaboration between local public administration and civil society.**

**The Local Action Plan (LAP) elaboration involves all these factors, allowing the identification and prioritization of community problems, but also finding the best solutions to make them in viable projects using European funds.**

## 2. SACELE LOCAL ACTION PLAN – A “DRIVER” FOR STRATEGIC DEVELOPMENT

The present **Local Action Plan (LAP)** intendeds to become a strategic document for Sacele, additional to the Strategy of Sustainable Development, to help the city to trace the main directions of development.

This plan presents the results of a reflection carried out during the project course on the main directions of actions in order to develop Sacele city from the economical point of view as well as by developing the local tourist areas to become attractive for investments. In this operation, we have involved all the stakeholders of the community, in order to ensure a dialogue between the public administration - business environment – education environmental - non governmental organizations and citizens. The LAP does not only intend to present the local government position toward the problems of the locality, but also to gather the civil society point of view. Therefore, the LAP is the result of the dialogue initiated between local public administration and the stakeholders of the community working together to determine the major directions of development of the locality as well as to define the solutions that can help to overcome the city’s problems that can be translated into feasible projects.

LAP aims to answer to the following questions:

- What are the main problems of the community?
- What’s the order of priority?
- What are the solutions to solve them?
- How can they be translated into practical identified solutions?

### 2.1. OBJECTIVES OF THE LOCAL ACTION PLAN

The objectives of LAP reflect the community's major concern.

- Thus, the overall objective of the LAP is to establish the main directions for developing the city.

Specific objectives of this strategic document are:

- identifying and prioritizing city issues
- finding solutions to these problems by initiating a dialogue with all the stakeholders
- implementing the founded solutions in concrete projects in order to meet the community needs and
- identifying the financing sources for these projects
- achieving a useful tool for accessing the structural funds.

### 2.2. CRITICAL POINTS /VULNERABILITIES OF THE CITY

Besides the problems that are identified in all cities - NeT-TOPIC partners - Sacele municipality faces with a number of specific problems. The identification and prioritization of these issues was made by the analysis of the data received from questionnaires answered by the stakeholders from the city and from the working meetings held with the Local Support Group members.

One of the main problems of the municipality signposted unanimously, is the **lack of a multi cultural center for organizing cultural and art activities**. In order to keep the cultural identity and its multicultural specificity it is necessary to create this center. The existence of several ethnicities in Sacele municipality, each with a rich tradition, expressed in specific cultural and artistic events, gives cultural complexity and diversity to the city. In order to emphasize the cultural potential, it must be created an adequate space to manage this type of specific events.

For developing this multicultural specificity, it was proposed the organization of a multicultural festival, where each company will have the possibility to expose its own products and also where cultural activities (folk dances and singers) can take place.

To avoid losing the individuality, taking into account the strong influence of Brasov city, it is essential to encourage and support the cultural art events (including the creation of an adequate space).

Another problem Sacele has to face is of social nature, namely the problem of integrating **Rroma people**. The conditions of the concentration of the poor people have increased quite significantly; solving this problem is a priority.

The lack of a strong and recognized leadership does not allow a good communication with this socially disadvantaged group (Rroma) in order to find common solutions in solving the problems. In these conditions, finding real solutions becomes more difficult. Following these discussions with Roma representatives and ULSG members, it was agreed that it is necessary a gradual integration, in time, because we have to recognize that the problem of Rroma community from Garcini cannot be solved through isolation or through a forced integration .The lack of permanent jobs or poor educational factors of the young people cannot allow them to be integrated in society.

In addition to the social issues, we can also talk about an economical problem for the city: falling of some economical sectors and a bad representation of other sectors of activity in the city. In order to ensure permanent jobs, investments in economic infrastructure are required. An efficient use of public funds suppose the identification of the activity fields where to make investments, and this must be done in collaboration with the civil society. The regular meetings between public administration and representants of private companies from Sacele, create the opportunity to present their own proposals regarding investments and the use of public funds and also the possibility of creating public-private partnership. The idea of implementing integrated projects responds at the identified needs, regarding both the economic and social aspects. The proposal of establishing a cluster in the electro technical field on the existing infrastructure platform of SC Electroprecizia SA wants to be an example of good practice regarding the effectiveness of public-private partnership. The cluster aims to achieve not only economic development of the city, but for the whole area.

Besides the industrial potential of the locality, **the touristic potential of Sacele should not be neglected**, offering attractive natural environment and mountainous terrain, with real opportunities of investments in this domain.

Situated between two mountains, Ciucas and Piatra Mare, Sacele city offers conditions for winter sports, mountain bike, hiking, etc, activities that can be economically exploited. As a conclusion following the dialogue between local authority and representants of private companies, results that the tourism is best rated as a potential area of investment and the entrepreneurs are interested in creating jobs in this field.

There is a unanimous opinion that the potential is not enough exploited and capitalized from the economical point of view. The lack of a ski slope or an inadequate infrastructure for winter sport practices represent two other issues raised by the members of LSG and other interested people of community. In addition to this, the lack of green spaces and recreational areas is another challenge for local administration, which intends to solve the situation. In order to increase the degree of attraction of the city and for both, locals and visitors, it is necessary to promote the leisure offer.

We can say that Sacele city faces a number of problems that can be grouped in the following categories:

- **Cultural infrastructure:** lack of multicultural center, a theater or cinema, etc;

- **Social field:** in particular problems of Roma community from Garcini (lack of permanent jobs for workers, low income, unsuitable houses, high criminality), but also for other general problems, such as high unemployment in the locality;
- **Transport infrastructure:** lack of a ring road, road infrastructure insufficiently developed and modernized, heavy traffic passing through town, improper urban transport.
- **Agriculture:** unexploited agricultural areas, bad farming practices.
- **Tourism:** poor recovery of the tourism potential (winter sports, mountain tourism, etc.), lack of ski slopes;
- **Economy:** lack of business support structures, poor collaboration between business and public sector (small number of public-private partnerships), and poor collaboration between private firms (public-private partnerships are also under-represented).

## 2.3. STRATEGIC SOLUTIONS

Solving these problems will boost the economic development by revitalizing the existing human resources and material potential. The focus should be on the strengths of the city: the natural landscape, strategic geographic position, the potential of tourism and industry, the existence of well trained workforce and a good educational level, in order to exploit the opportunities and reduce the weaknesses, by eliminating the factors that blocked the development.

The improvement of dialogue and collaboration between local public administration, companies and non-governmental organizations creates the opportunity to solve economic and social issues, issues that are closely related to the low economic level. Therefore, low economical level generates and maintains social problems. The integrated approach of these problems and finding the complex solutions which respond to community needs is a viable way for the city development.

A good cooperation between local public administration, companies, educational environment, non-governmental organizations and citizens helps to determine the main directions of action and identify optimal solutions to make Sacele an attractive location in terms of tourism and investments, a competitive city from economic point of view, not only at regional level, but also at national level.

In order to ensure a well-balanced development of the city it is proposed an integrated approach, acting on several areas: economic, social and cultural. The initiation of public-private partnerships is one of the solutions founded in order to support sustainable development of economy and business environment, as well as solving the lack of jobs problem at the same time.

Because there is a strong relationship between supply and demand in job market, workforce training is also very important. Local government's purpose is to build a real collaboration with business and educational institutions. It is intended to link the needs identified on the work market, with the educational specialization, not only at local level, but at regional level, by initiating a collaboration strategy with Transylvania University from Brasov city.

In the current economic context, initiating joint projects (local public administration / business / NGOs) provide both the necessary for investment resources (material and human) and its sustainability. **Building business support structures (public-private partnership)** is one of the solutions identified by the local support group members and the stakeholders of society, in order to develop the city.

Electroprecizia Company is, in economic terms, an emblem of the city, with an intense industrial activity. However, the company has reduced much of its activity following economic transformations in recent years. Strengthening the activities by creating a cluster in the electric field, based on the existing infrastructure here, is a solution identified by all actors involved (from public and private sector) to animate the economic life of the city. Creating a cluster is one of the three components of an integrated project. To create a business support structure is essential to build a **transport infrastructure** which will ensure access to the industrial area (another component of this integrated project). Because there is a strong link between economic and social problems that the city is facing with, we must bear in mind the difficulties to get permanent jobs of members of disadvantaged social groups. Thus, at the two projects

mentioned above is added a social one - **supporting the creation of a center of economic activities undertaken by the Rroma community.**

In addition to industrial, commercial and agricultural activities, tourism makes an important contribution to economic development in Sacele because the city has a favorable geographical position, historical and cultural elements of tradition. Transforming the city into a tourist town is an opportunity to capitalize on the potential area.

**The development of tourism infrastructure and improve services provided,** creates the premises to transform Sacele into an attractive place both for visitors and locals. In terms of reception facilities for tourists, there is a steady increase in the number of accommodation units (especially small ones - pensions) and also increase in the number of investors who want to invest in this area.

# 3. SACELE IN BRASOV METROPOLITAN AREA CONTEXT

## 3.1. THE INFLUENCE OF BRASOV METROPOLITAN AREA OVER SACELE CITY

The development of Sacele must be realized by taking in account the development trend of the Brasov county, but also having in mind its own identity and characteristics.

Sacele municipality belongs to Brasov Metropolitan Area, being member of Braşov Metropolitan Association for Sustainable Development. This status gives to the city development opportunities, according to regional policies of development.

In Romania there are 7 growth- poles. European funds have been allocated for each of them in order to develop the whole country in an equilibrate way. The amounts for these growth-poles are as follows:

- Braşov > 74,30 mil Euro
- Cluj > 82,41 mil Euro
- Constanţa > 90,32 mil Euro
- Craiova > 95,5 mil Euro
- Iaşi > 111,25 mil Euro
- Ploieşti > 97,00 mil Euro
- Timişoara > 70,49 mil Euro

Brasov Metropolitan Area is defined by 14 localities: the cities of Brasov, Sacele, Codlea, Ghimbav, Predeal, Rasnov and the communes Bod, Cristian, Halchiu, Harman, Prejmer, Sanpetru, Vulcan and Tarlungeni.

Braşov Metropolitan Area has a very important feature, namely, the presence of a relatively balanced urban space. Codlea and Sacele, together with Brasov, form an important axis of development - South Eastern - North West, which gives the direction of economic development in the metropolitan area.

## 3.2. INTEGRATED PLAN URBAN DEVELOPMENT (IUDP)

Together the members of Braşov Metropolitan Association for Sustainable Development and Association's staff, created the Integrated Urban Development Plan (IUDP) which, in addition to analysis of economic, social, and educational domains, includes a list of development projects, specific for each locality. IUDP is a document for development planning, a subsidiary alternative for development strategy of the metropolitan area of Brasov, which correlates sectorial policies - economic, and social, environmental, transportation - with the territorial politics.

IUPD is implemented through a series of individual projects, in order to achieve a sustainable and integrated urban development.

### **IUPD strategic objectives are:**

1. Sustainable Tourism Development - Growth Pole Brasov - Romanian Tourism Capital

2. Sustainable and competitive development of the economy Brasov - Brasov growth pole - center of excellence in research, innovation and technology transfer
3. Sustainable development of transport and communications - Growth Pole Brasov - transport and communications hub, logistic center
4. Community Sustainable Development Alive - European standard of living in Brasov growth pole.

#### Why do we need IUPD?

- As a planning tool for future integrated development of metropolitan areas.
- To ensure a balanced and coordinated development between the center of Brasov City, its peripheral areas and surrounding areas.
- For a correlation of actions to attract funds from various sources in order to realize projects. (EU funds, government funds, private, a.s.o.)

Developing a strategic document requires a holistic approach, to take into consideration the development trends of the area. For this, the goals proposed by the local strategic documents must be rallied and follow the directions of development of the region (the metropolitan area). It is a very important fact that among the LSG members there are some BMA (Brasov Metropolitan Area) representatives, allowing thus an approach and a placement of discussions at regional level.

All projects initiated locally converge towards the same goal: developing the region as a whole. Thus, the mission set forth of BMA is "Brasov - the most developed and civilized region of Romania." The purpose of BMA is to facilitate the cooperation between the territorial administrative units to exercise together their respective powers by law, respecting the principles of sustainable development.

Thus, alongside the Local Support Group meetings, BMA held at City Hall Municipality of Sacele a workshop which aimed to bring together regional stakeholders in order to initiate a dialogue between the local public administration, the academic field and business. The meeting was occasioned by the need to consult the businesses about several issues of interest, such as the Strategy of Economic Development of Metropolitan Area. During the meeting discussions were held in relation to this strategy, based on local interests and opportunities and discussions about the concept of "regional business center". Another topic of interest was also promoting a new development model based on collaboration between public administration, business and academic (and the realization of this cooperation through partnership structures that support business).

The meeting brought together businessmen from various fields, which allowed mutual recognition and initiation of contacts, which could result in future collaborations. Those present expressed their desire to achieve a catalogue of firms in the county; one negative aspect is the lack of collaboration among regional firms, due to the fact that entrepreneurs don't know each other very well.

During the meeting, were identified the main challenges facing businesses in the Sacele city:

- The infrastructure problem (underdeveloped / less developed);
- The insufficient exploitation of tourism potential (lack of a tourist information point, the city is not promoted in national/ international tourism fairs, etc.);
- The lack of recreational areas (playgrounds, bike trails, mountain trails, motocross, etc.);
- The lack of farming operation (strong fragmentation of land, practicing subsistence agriculture).

Also, it was proposed the creation of entrepreneurs associations (in fields like agriculture, industry, tourism etc), in order to develop and to cross over this difficult period. They insisted on collaboration between local business and public administration to solve the city problems, including social, collaboration that could find solutions by creating the new jobs and investment in partnership (public-private or private private) to capitalize on existing infrastructure.

One proposed solution for Sacele's development, among other things, is a optimization of urban transportation and building new roads linking the two towns Brasov and Sacele that will contribute at traffic decongestion and will eliminate the blockades at the entrance of the city.

Regional development can take place only through gradual evolution, individually, in each locality, in accordance with the development trends of the area.

During the meeting organized at the City Hall Sacele by AMB, participants also analyzed the "tools" that are the basis for a sustainable development of the area. The discussions focused on the need to achieve an Economic Development Strategy of the Metropolitan Area.

The elaboration of Metropolitan Area Strategy is based on direct involvement and consultation of interested stakeholders (business, academia, local government) by organizing consultative meetings. This fact allows an easier transposition process of the economic policy document, through integrated projects in the Brasov Metropolitan Area and also allows streamlining the process of effective implementation of this Strategy, through integrated projects in the Brasov Metropolitan Area.

This information-consultative meeting organized by AMB comes to support the initiatives of Local Support Group, whose aim is to identify during the meetings the most pressing problems of the village, making a list of them and later put them on the agenda of the future meetings, in order to discuss them and try to find the solutions to these problems.

All Local Support Group members agreed on the fact that locality issues should be classified according to their area of registration, aiming thus their classification in problems of the economic, social and cultural or infrastructure problems. Next step was to prioritize them based on their acuity and how they influence the evolution / involution of the village.

Maintaining its own identity of diversity is essential for Sacele, who like the other cities in NET-TOPIC network, has to maintain its identity and specificity and, at the same time, to follow the main directions of regional development.

In order to change the "status" of "dormitory-city", Sacele has to prevent the migration of workforce to and from Brasov city and other localities (but mainly Brasov city). This will be possible by new investments in tourism, economy and human resources, things that will lead to an economical development.

The main objective of the Local Action Plan (LAP) is to establish a *development vision*, by identifying, together with all actors involved, the projects of common interest. By virtue of analysis on the current situation, it was identified the main problems of the city:

- Lack of jobs
- Social problems
- Low capitalization of the tourism potential absence of a culture house
- Poor transport infrastructure

By identifying these problems, it was easier to have a strategic vision for Sacele city, so that we could define what we want to do in short, medium and long term, and where we want to reach.

*Strategic vision* : Sacele city - a competitive city, from economic point of view, and attractive for tourism and investments

# 4. DEVELOPMENT METHODOLOGY OF LAP

## 4.1 LOCAL SUPPORT GROUP MEMBERS AND ITS ACTIVITY



In order to elaborate the LAP, a Local Support Group (LSG) was set up composed by representatives of Local Government (mayor, city councilors and public servants), representatives of business and NGOs, and representatives of Metropolitan Agency Brasov.(for more details, see Appendix 3)

Local administration representatives have an important role because they are policy makers, or executives, and they can support the concrete project proposals discussed in the meetings of LSG. Local authorities own the prerogatives as well as legal and financial solutions to implement the proposals received from civil society.

Including Local Council representatives in the LSG is essential for promoting LAP because, by law, the City Council "has the initiative and decided (...) all issues of local interest". Local Council representatives can support LAP initiatives and projects included in it in the Local Council meetings, based on which to decide on city development.



Involving all stakeholders in the community allows a comprehensive outline of the situation and approach of the problems from multiple perspectives.

In order to ensure the maintenance of initiated actions and to ensure the implementation of LAP, the Local Support Group set up under this project will maintain their composition and activity after completion of the project. It will support the implementation of measures and projects proposed in the Local Action Plan - document that will be on the desk of decision-making authorities when they take decisions related to city development, urban planning, investment plans, etc. Members of the LSG will regularly update this strategic document, being an active structure besides the public administration of the municipality

The economic and social factors are an important binomial and should be considered when drawing the development directions of the city. Initiating a dialogue between public administration and local business allows to identify problems faced by the latter and to promote the measures for increasing the economic and investment attractiveness of the town. An efficient use of public funds includes identifying areas where we want to make investments and for this it is necessary the cooperation between public administration and civil society. The meetings of LSG offer to the business representatives the opportunity to present their proposals in terms of public investment and use of public funds. Also, these workshops create the premises of collaboration between business and public sector or to initiate private-private partnerships. An important fact is that within the members of LSG are the representatives of many economic sectors: tourism, wood industry, manufacturing, automotive, agriculture, services, etc. Thus, we can have an overview of the local business environment, of their specific problems and development opportunities. In this way, initiated discussions allowed not only to identify the priorities for each category represented in the LSG, but also their harmonization in a coherent document – Sacele Local Action Plan.

To solve the social problems it is necessary that local authorities support NGOs. The problems and specific needs of disadvantaged social groups were presented in working meetings by representatives of local NGOs, members of LGS. The activity of NGOs at local level is very important in the context of facing social problems, among which it should be highlighted the problem of the Roma community from Garcini.

As far as Sacele's NGOs are concerned, most of them are organized in associations, acting locally, with a team made up of volunteer, mostly. Most of the financial resources that ensure the smooth operation of these associations come from donations. The beneficiaries of these services are children, the highest proportion, women, elders, young people and disabled. The biggest difficulty faced by local NGOs is the lack of financial resources in relation to the large number of people receiving / potential beneficiaries of services, followed by the lack of technical resources. In these conditions, social problems facing the city can find their solution only through a mobilization of all stakeholders in society. The poor representation of social investments, and the fact that this domain is not included on the business list of investments, show a serious deficiency of the system, which does not encourage investment in social area. The members of LSG intend to provide solutions to this problem, solutions to be materialized in viable projects. At the same time, it aims to identify the opportunities to initiate the partnerships between the local NGOs and local government or business, even more so as the local public administration has a

similar experience in this field. Along with these members which may be characterized as acting locally - in administration, economy or social - in the LSG activate and representatives of intercommunity development associations, namely the Brasov Metropolitan Agency (BMA).



In order to develop the LAP, factors of local interest and representatives of inter-community development associations are reunited to draw the directions of city's development, in accordance with the principles of sustainable development in the region. To achieve a viable strategy document all proposals must be brought and implemented in projects with resonance not only locally but also regionally.

Thus, to ensure a balanced development of the Sacele city, it was necessary to define a long-term vision of development for Sacele city and to achieve the strategic planning tool - the Local Action Plan, which must involve all the stakeholders of community and should reflect the needs, opportunities and their proposals. For this purpose, to broaden and diversify the area to be able to express their views on the municipality's development directions Sacele, questionnaires were submitted to economic entities and local NGOs.

During the working meetings of the Local Support Group, the pre-established topics were approached; solutions for solving the problems of town were proposed; and data from interacting with civil society was analyzed.

The pooling of data obtained from business representatives and NGOs allow identifying the main problems of these structures, the personnel needs, but also investment opportunities in various fields and how to exploit the existing resources.

Thus, the business analysis was performed on a representative sample that includes companies operating in domains such as production, commerce or services, with an area of ongoing activity at - especially- nationwide. In terms of labor man-power, these companies have the most workers with secondary education - specialized jobs (lathe, milling, builder, etc.). There is however, a smaller proportion, of employees with a university degree.

As new development model is based on communication and collaboration between local governments, business and the academic sector, the educational factor should not be neglected. This sector must also be taken into account at the same time to see how the local education (and the university education of the area) answers to employer's needs/ expectations, in terms of competencies and skills acquired by future employees at school graduation.

The employers appreciated as satisfactory the level and the specialization of pre-university education in Sacele, mentioning that there is a need for specialization as: milling, lathe, locksmith, confectioner

cardboard packaging, builder, marketing specialist, sales agent. They sustained the idea of creating the professional schools, such as arts and crafts, but also the technical specializations to meet the needs of the local job market.

The analysis of these data reflects the fact that the respondents (local private entrepreneurs and local Ngo's representatives) apprehended the same problems (as the participants at the deliberations of the working meetings of the Local Group Support) that could stop the local development.

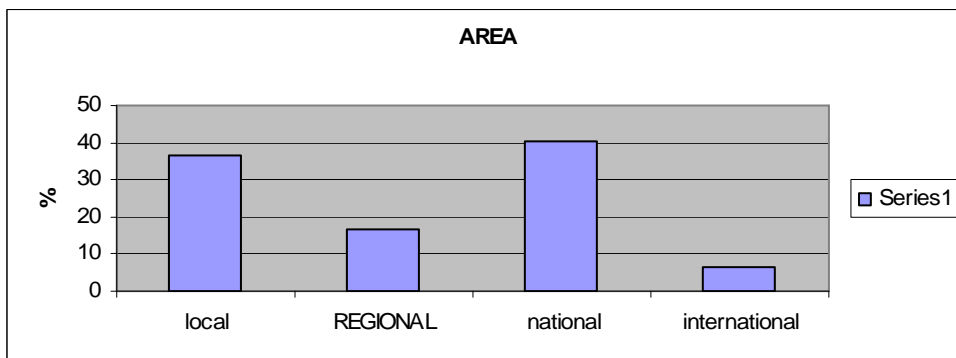
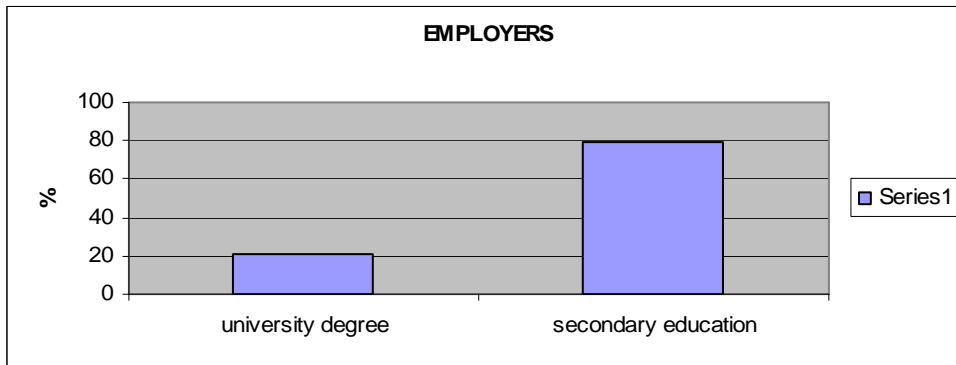
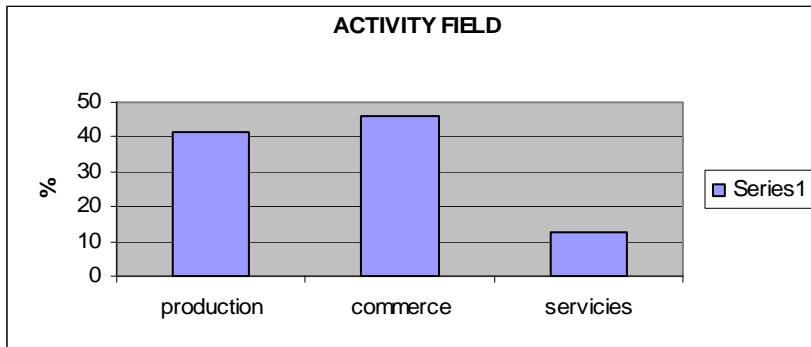
The prioritare domains for investment, as they were stated by respondents, are:

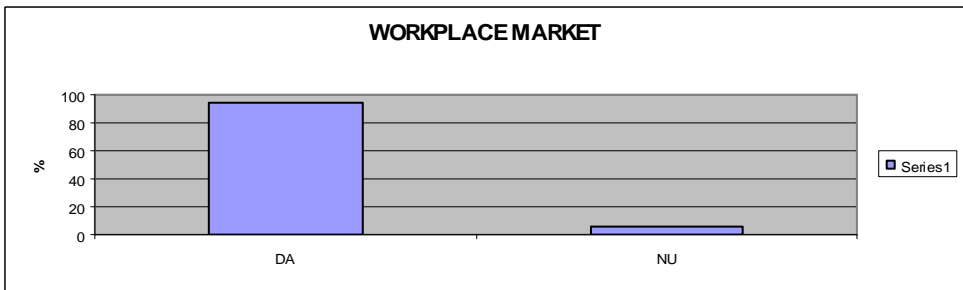
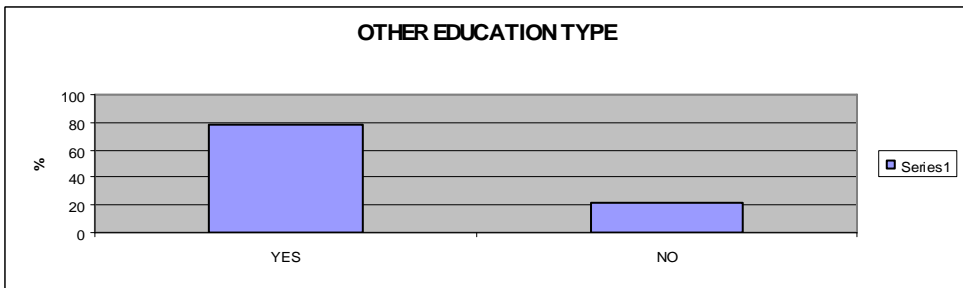
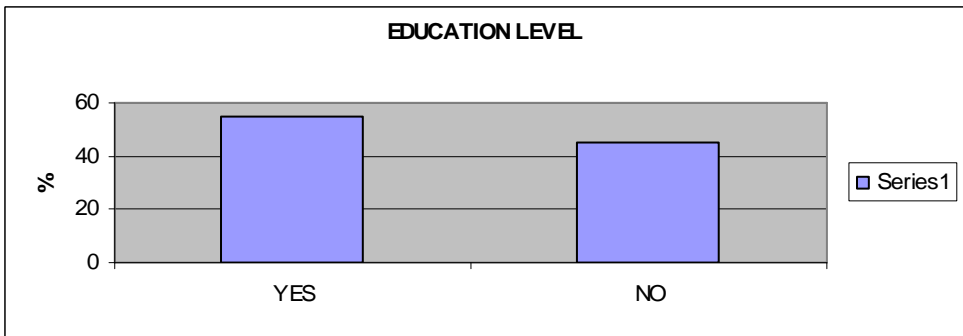
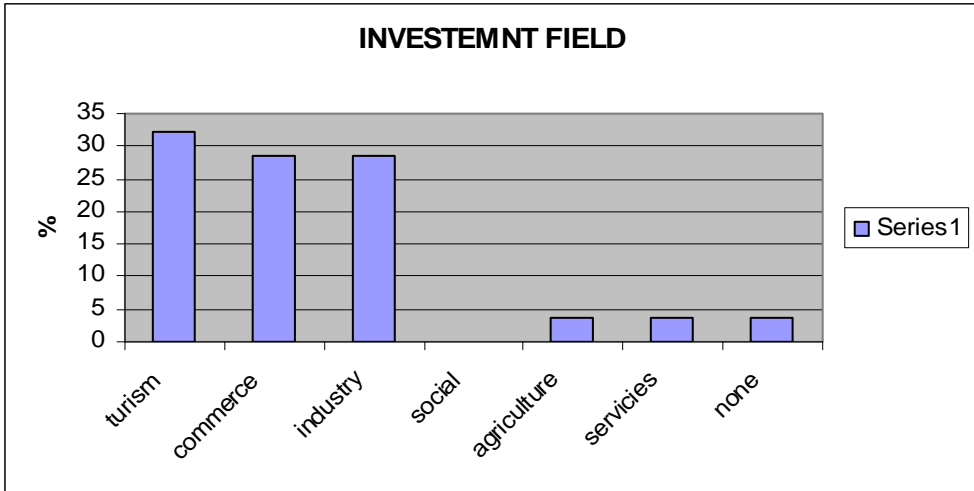
- Tourism ( the exploitation of natural and anthropogenic potential )
- The culture (exploitation of local cultural resources- multiethnic factor that determines a variety of cultural and artistic events, by organizing a proper space);
- The industry (encouraging entrepreneurs to create the new jobs and to maintain the existing ones by offering incentives, like tax exemptions, for example , and supporting the maintenance of the activities of a Commercial Company „Electroprecizia” – a symbol in terms of local economic activities, by the "re-invention" of economic sectors that have been successful);
- the recreational infrastructure (to provide opportunities of leisure for both residents and tourists / visitors).

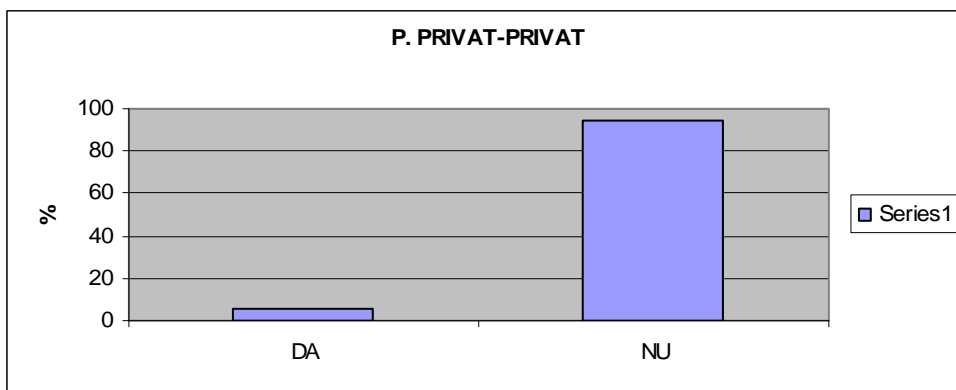
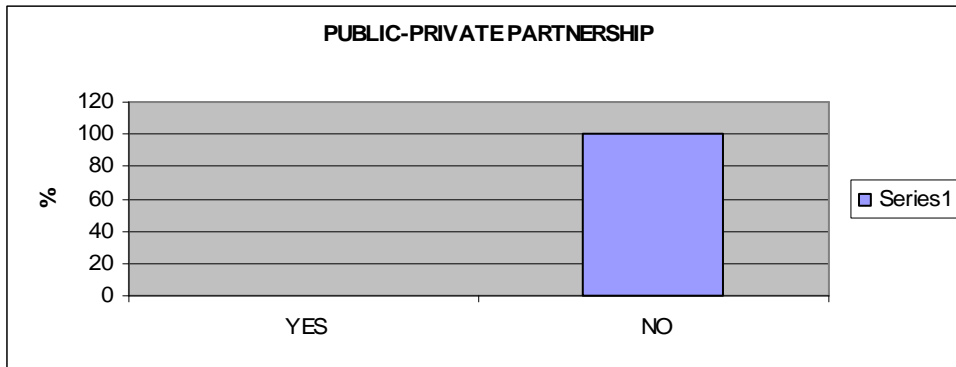
Fernando Barreiro, the network lead expert, attended one of the LSG meeting, where it was discussed the centralized results of questionnaires completed by business representatives and local NGOs. The pooling data obtained from theses stakeholders allowed, first, to identify the problems faced by these structures, but also to identify a local development vision, as seen by the small enterprises and NGO's in light of their object of activity. To solve the socio-economic problems it is necessary to draw the main directions of actions that allow the sustainable development and respond to the needs of community.

## 4.2- LAP – THE RESULT OF THE FEED-BACK WITH THE CIVIL SOCIETY

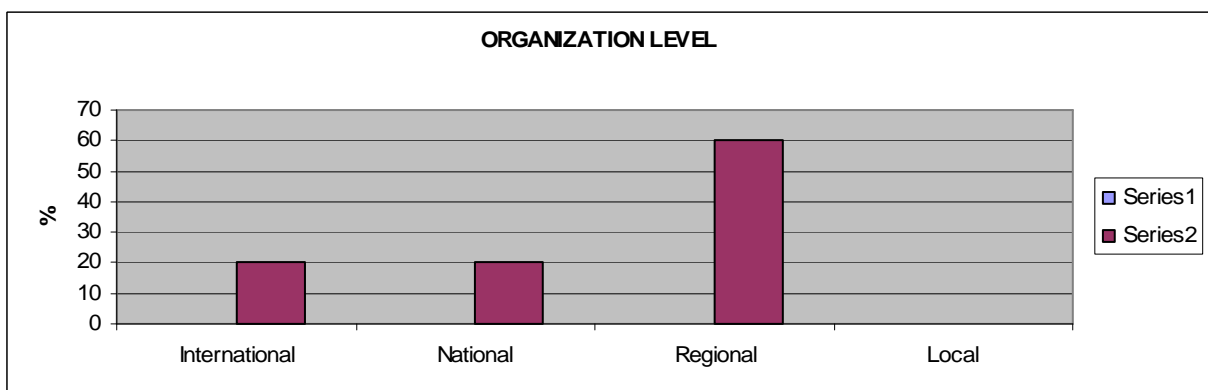
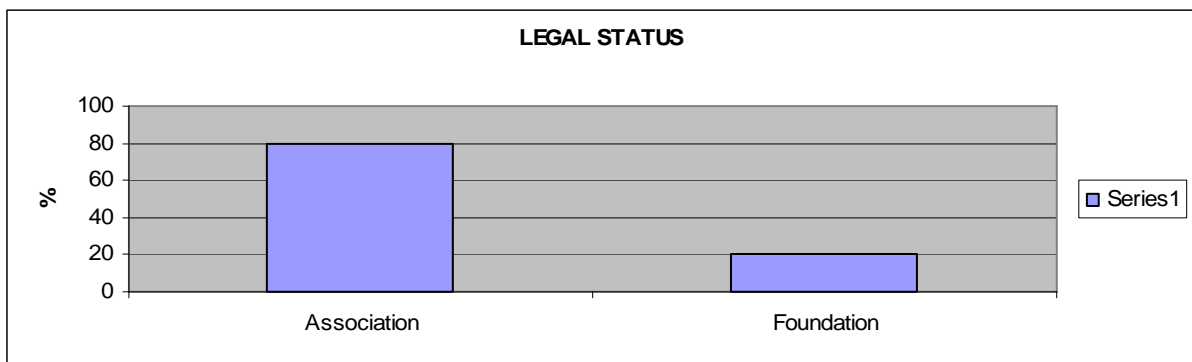
a) the private environment of the city: (25 respondents)

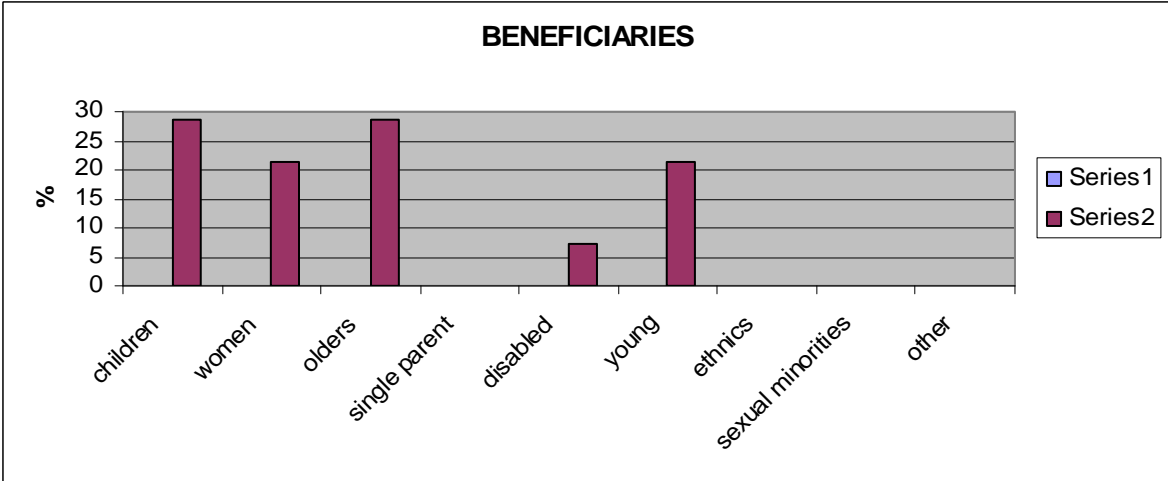
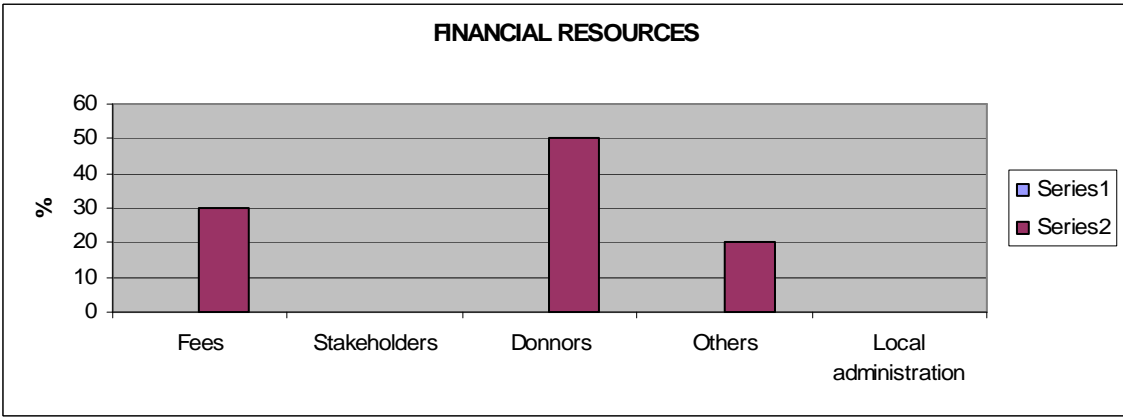
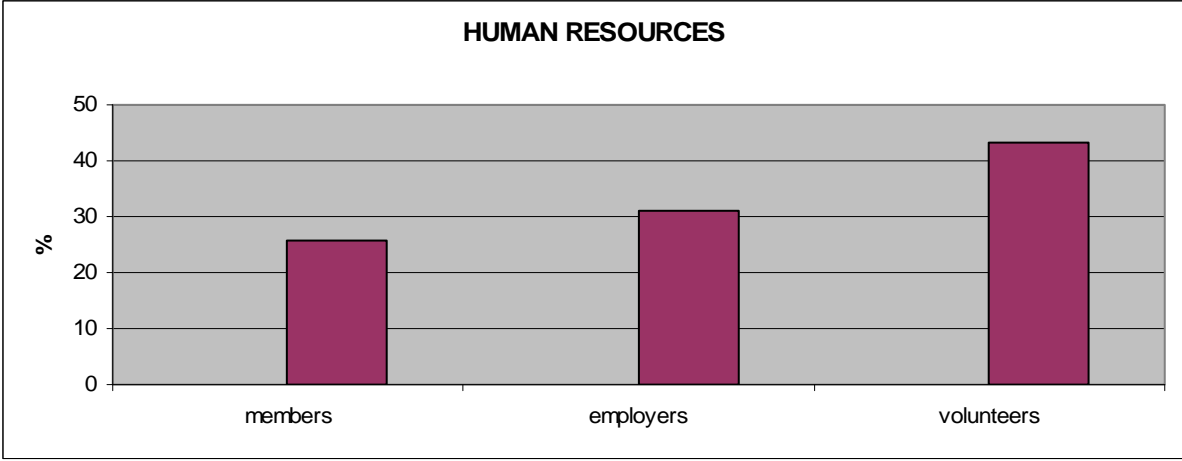


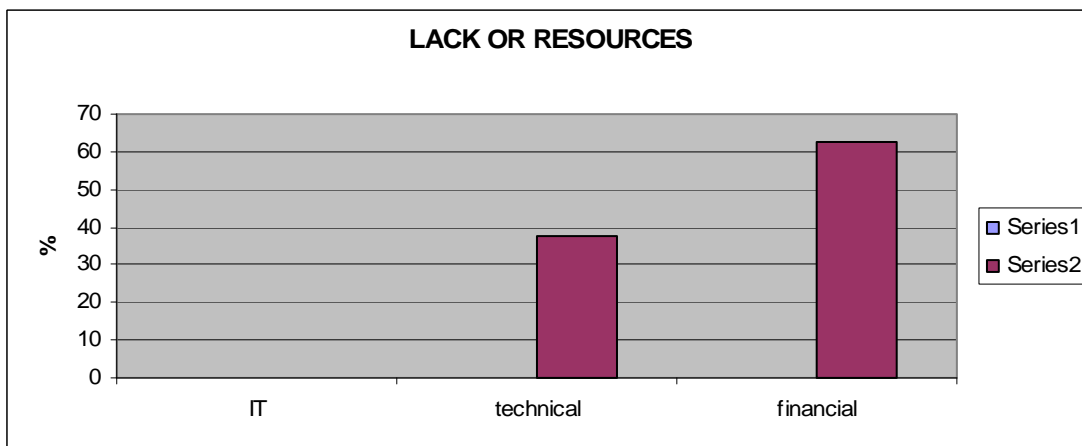
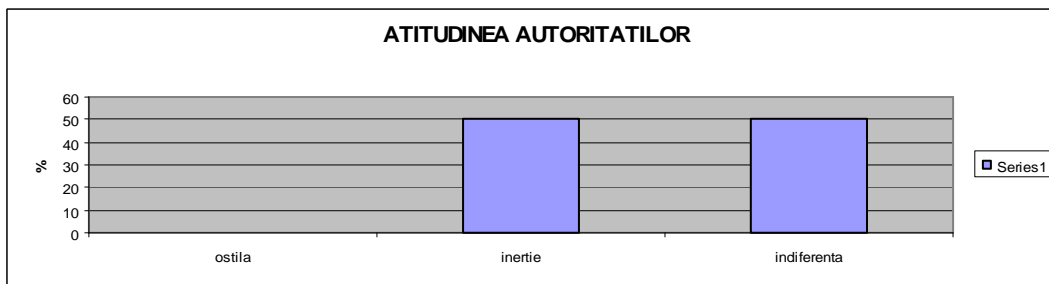
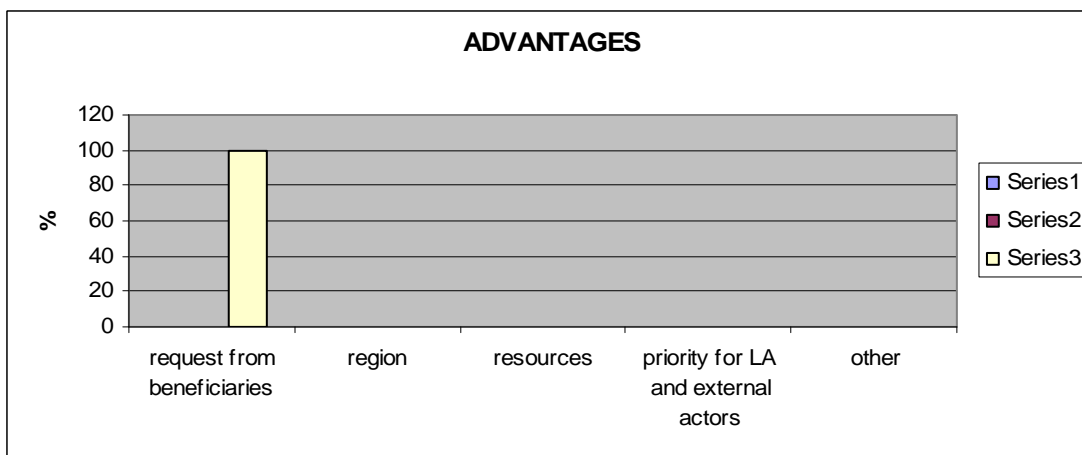
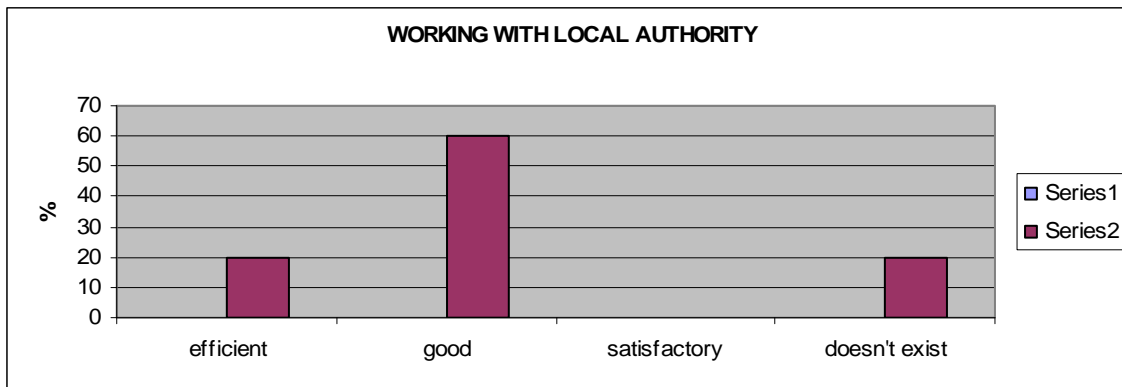


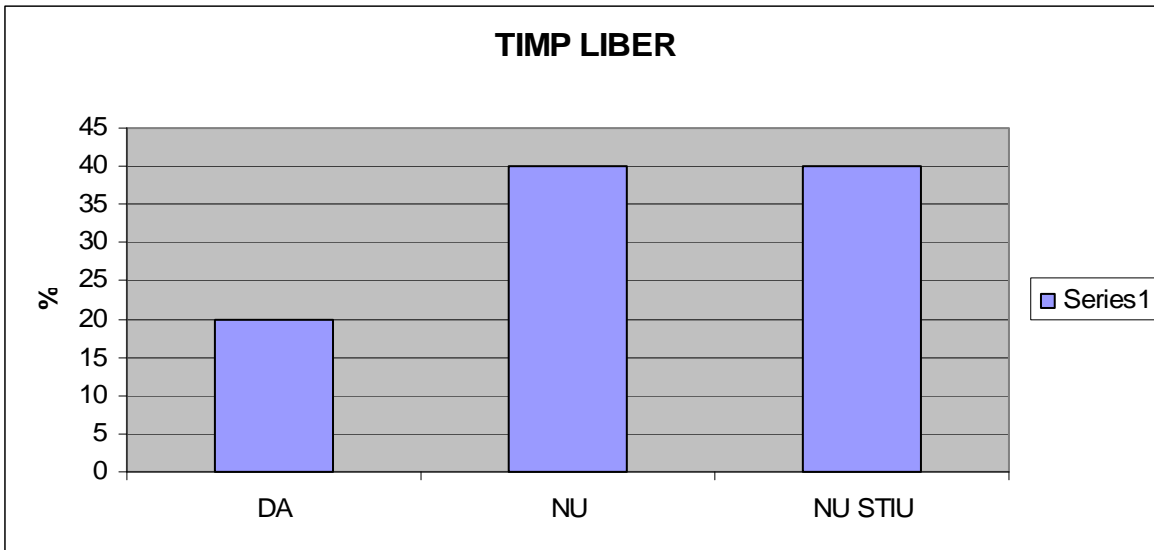


### b) local Ngo's ( 10 respondents)









From the views expressed in the above mentioned questionnaires, Local Support Group members were able to extract key findings to establish the basis for future development directions that will be reflected in the Local Action Plan.

Within the ULSG members meetings held, it was discussed the Local Action Plan, its structure, content and the role it will have. Thus, it was noted that the Local Action Plan wants to be a strategic document, complementary to the Development Strategy of Sacele city, a document that is the result of dialogue between Local Public Administration - Business environment - NGO – Citizens. These factors should cooperate in order to determine the priority directions of action to develop the Sacele city as a place economically competitive and attractive in terms of tourism and investment.

To ensure balanced development of the city, they proposed an integrated approach, aiming to develop all levels: economic, social, cultural, etc. The focus was on developing strengths to exploit opportunities and minimize the weaknesses.

Local Support Group members remarked, on the basis of results of the questionnaires, two major problems: insufficient exploitation and economic capitalization of tourism potential and the social problem of Garcini neighborhood. They noticed that there is a close connection between economic problems and social issues, such as insufficient economic development, lack of permanent jobs maintaining and increasing social problems. To provide permanent jobs it is necessary an efficient cooperation between local authorities and businesses. To this effect they discussed the opportunity to create a "Cluster" in the electrical field from the existing infrastructure on platform Electroprecizia Company. Achievement of business support structures on a public-private partnership wants to be in the same time, an example of good practice in collaboration between local public administration and private sector.

A conclusion of discussions held during ULSG meetings is that problems must be addressed in the context of thematic meetings, with guests from the analysis domain. This thematic approach, with factor directly involved, allows an objective assessment of the situation and finding viable solutions. Thematic discussions facilitated the directions for action that respond to community problems and ensure a harmonious and balanced development of the city.

Set goals and action steps will lead to solve problems facing the city and will lead to the strategic development objective: *Sacele city, a city economically competitive and attractive for investment and tourism.*

To achieve this goal, is proposed an integrated approach to problems and reporting them to the entire metropolitan area.

When tracing the main lines of action, it has been taken into account the strengths of the town, i.e. the existing potential to eliminate weaknesses.

Efficient use of all opportunities and dialogue between local government - civil society - community development associations, allowed drafting the strategic goals and the projects to put into practice.

# 5. STRATEGIC OBJECTIVES AND PROJECTS

## STRATEGIC OBJECTIVE I: *SACELE – POLE OF TOURISM*

**PROJECT no. 1**  
Ski Jumps Complex in Sacele

**PROJECT no. 2**  
Achieving a ski slope

**PROJECT no. 3**  
Realizing a touristic and recreation area in Sacele city

**PROJECT no. 4**  
The tourism of Sacele - potential for regional development

**PROJECT no. 5**  
Certificating the city as tourist resort of local interest

**PROJECT no. 6**  
Making a tourist information point

## STRATEGIC OBJECTIVE II: *PROMOTING CULTURAL POTENTIAL OF THE CITY*

**PROJECT no. 1**  
Achieving a multifunctional cultural center

**PROJECT no. 2**  
Organizing a multiethnic cultural festival

**PROJECT no. 3**  
Rehabilitation of building “Students Club” ( Clubul elevilor)

**PROJECT no. 4**  
Rehabilitation of Sacele Ethnographic Museum

**PROJECT no. 5**  
Rehabilitation of the historic city center Sacele

## STRATEGIC OBJECTIVE III: *ECONOMIC DEVELOPMENT AREA OF SACELE*

**PROJECT no. 1**  
Achieving a Business Support Center

**PROJECT no. 2**  
Providing accessibility to the area of economic development

**PROJECT no. 3**  
Centre support of the activities undertaken by representatives of the Rroma community

## STRATEGIC OBJECTIVE IV: *INTEGRATION OF DISADVANTAGED ETHNIC GROUPS*

**PROJECT no. 1**  
Promoting access for disadvantaged groups on the labor market

**PROJECT no. 2**  
Organizing the campaigns to combat the discrimination of Rroma people

## 5.1. FIRST STRATEGIC OBJECTIVE – SACELE-TOURISTIC POLE

This objective aims to develop and exploit the touristic potential of the city and transform it into referring point in tourism domain at regional level. Because Sacele city has a high diversity and complexity of touristic resources, touristic promotion represents an opportunity in order to transform Sacele into a more attractive city for its own inhabitants and tourists, and to increase incoming al local budget.

Its geographical position, beautiful landscapes and natural resources are just some of strengths that can made Sacele a real touristic pole. In order to achieve this objective several projects have been proposed, as a conclusion of interaction with local civil society and SWOT analysis.

### 5.1.1 SWOT ANALYSIS – TOURISM AND CULTURE

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>• Geographical positioning near Brasov County</li> <li>• Existence of human resources with touristic training</li> <li>• High diversity and complexity of touristic and cultural resources</li> <li>• Accommodation facilities</li> <li>• City declared as local interest resort</li> <li>• Annually multicultural festivals</li> <li>• Existence of city ring road</li> </ul>	<ul style="list-style-type: none"> <li>• Inappropriate revaluation and promotion of local touristic and cultural potential</li> <li>• Lack of recreation places</li> <li>• Inappropriate revaluation of mountain tourism</li> <li>• Lack of existence of touristic center</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>• Grants for public and private sectors</li> <li>• improvement and expansion of existent infrastructure</li> <li>• Increased number of investors</li> <li>• Increased number of accomodation units</li> <li>• Tourism development opportunities</li> <li>• Agro turism development</li> <li>• Public-Private Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Unstable legislative</li> <li>• Negative impact of economic crisis</li> <li>• Lack of funds to ensure the co-financing in a grant project</li> </ul>

Thus, based on data above, following list of priority projects was designed:

- **Project 1: Ski Jumps Complex in Sacele**

Because in terms of land forms and climatic conditions there are the favorable conditions for the winter sports, it will be very positive to invest in Sacele city in this type of infrastructure. Realizing this ski jumps complex would decisively contribute to create and promote a tourist brand of Sacele city, being a "card" of the whole region, both in terms of sport and tourism.



The infrastructure development necessary to carry out sports activities will help to promote not only the town but the entire country as a tourist destination, given the scale of investment. Creating a benchmark for this type of sport nationally and internationally is one of the objectives of the project.

Given these considerations, the realization of this project is necessary for the further development of the locality, to revive its tourism, sport and economy, but also for the whole area, helping to create a sports and tourist locations internationally competitive, promoting Romania as an attractive tourist destination. Given the importance and significant impact both locally and regionally, and the necessity to exploit the natural and tourist potential this project creates favorable conditions for development of the area, according to the directions of development of the county of Brasov. This project is converging with other actions that aimed to promote tourist potential of the locality, as well as the natural environment in the context of sustainable development. Thus, an adjacent project is:

- **Project 2: Achieving a ski slope**

The natural environment favorable for winter sport: slopes with northern exposure, slopes suitable for beginners or medium difficulty, provides the (natural) conditions needed for achieving of ski slope (whose absence is claimed by the entire community). To attract tourists and to provide alternative leisure for locals, investments in recreational infrastructure are necessary. Next project meet these needs:

- **Project 3: Realizing a touristic and recreation area in Sacele city**

This is a project that provides benefits to both the community by preventing migration of people to other areas and to tourists who have alternative for leisure. The special attention given to this domain insufficiently economically exploited – the tourism - is reflected in the fact that tourism projects have been submitted for accessing grants. Thus, in the Regional Operational Programme (POR) was submitted an application for funding for the project: "The tourism of Sacele - potential for regional development".

- **Project 4: "The tourism of Sacele - potential for regional development"**

This project is meant to achieve the promotional materials of the town, (brochures, leaflets, maps, advertisements, etc.), and to promote the local festivals as the "Feast of Saint Ilie " („Santilia"), the "Feast of Saint Michael" and the "Harvest Festival" made at the second edition. This project is convergent with another local initiative, namely, submission of documentation in order to certificate the city as tourist resort of local interest.

- **Project 5: Certificating the city as tourist resort of local interest by Regional Development and Tourism Ministry**

This project must be regarded as an official certification of the great tourism potential of the area; potential given, in the same time, to the natural tourism resources, such as the attractive natural created by landforms (mountains with spectacular scenery, with panoramic view points, with karsts landforms developed on limestone and conglomerate - steep slopes, caves, karsts valleys , strange shaped rocks, keys), by the forest vegetation, and flora, climate and hydrographical network, and by the human resources. Besides natural beauty, the area is distinguished by ethno-cultural values represented by the elements of material and spiritual culture, with touristic potential. To promote the tourism resources in all their complexity, have been proposed and the project:

- **Project 6: Making a tourist information point**

The implementation of the above projects provides the exploitation of the tourism potential of the city and the economic exploitation of natural resources. Creating a tourism infrastructure suitable for winter sports and creating a tourism brand of the city, mainly aimed at increasing the number of tourists. Thus, to ensure their guests a good information on/about the town (maps, leaflets, brochures, tours, etc.), it is necessary to create a tourist information point - a natural consequence of the realization of the projects previously defined.

Since multiculturalism has left its mark on the socio-cultural evolution of the area through customs, festivals and traditional architecture of houses, the spiritual life, religious, etc., Sacele city has a real cultural potential, so that the next strategic objective has considered this aspect.

## 5.1.2 SECOND STRATEGIC OBJECTIVE – Promoting the cultural potential of the city

a goal reflected in the following projects:

- **Project 1: Achieving a multifunctional cultural center**

This project proposes to ensure a building for adequate place for cultural and artistic events (of great variety and complexity) and to host the local or regional events. This project provides at the same time a good leisure offer both to locals and tourists. Along with achieving of a multifunctional cultural center, other projects were also proposed to meet the same needs (cultural):

- **Project 2 : Organizing a multiethnic cultural festival**

This festival would be held during three days, in the center of Sacele where the interested people will be able to attend a genuine inter-cultural dialogue, where it will be presented customs, traditions and local ethnic-specific objects. At the same time, this festival could allow the local companies to present their work in

specially designed booths. To facilitate and provide a place for cultural and artistic activities in the city, it is necessary the following project too:

- **Project 3: Rehabilitation of building “Students Club” ( Clubul elevilor)**

The social center “Students and Children's Club” plays an important role in the community, bringing together in the same institution the artistic and sport events. Students and Children's Club is an institution that provides non-formal education for children and students, providing them an instructive way to spend the leisure time. An intense cultural life is concentrated around Sacele Ethnographic Museum. The centre ensures the preservation of traditions and customs by organizing various cultural events periodically (painting exhibitions, book launches, commemorations, etc.). Hence, the need for maintenance of this space.

- **Project 4: Rehabilitation of Sacele Ethnographic Museum**



The rehabilitation of areas where cultural and artistic events already take place, and the arrangement of others with the same destination, provide an appropriate framework for the activities designed to reflect the specific of Sacele city given by multiculturalism. In order to achieve this objective there has been proposed the project:

- **Rehabilitation of the historic city center Sacele**

The project aims to transform the city center of Sacele in a pedestrian area and create the promenade and leisure areas, and the arrangement of this place for cultural and artistic events.

### 5.3. THIRD STRATEGIC OBJECTIVE: Development of the economic zone to the city

The direction for action set for the development of Sacele city result from the intersection of four factors: economic, cultural, tourist and social. To establish the strategic objectives and how to materialize them (in the viable projects) a SWOT analysis was developed.

#### 5.3.1. SWOT Analysis – Economy

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>• Geographical positioning near Brasov County</li> <li>• Industrial tradition</li> <li>• Qualified workforce</li> <li>• Development and diversification of economical branches</li> <li>• Existence of high schools with technical profile</li> <li>• Existence of strategic documents for development, namely Sustainable Development Strategy for Sacele</li> <li>• Stakeholders involvement into elaboration of Metropolitan Area Strategy for Sustainable Development</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of access roads and utilities through some industrial platforms</li> <li>• Low investment of stakeholders</li> <li>• High unemployment</li> <li>• Lack of economical development places</li> <li>• Inappropriate capitalization of human and natural resources</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>• Grants for public and private sectors</li> <li>• improvement and expansion of existent infrastructure</li> <li>• Increased number of investors</li> <li>• Realizing PPP</li> <li>• Realizing supporting structures for business</li> </ul>	<ul style="list-style-type: none"> <li>• Bankruptcy or reduced activity of some firms</li> <li>• Unstable legislative</li> <li>• Negative impact of economic crisis</li> <li>• Lack of funds to ensure the co-financing in a grant project</li> <li>• Birocracy</li> <li>• Workforce migration</li> </ul>

According to this analysis, were established the following strategic objectives which ensure through their realization the economic development of the area, valuing such the trump cards of the locality.

This objective will be achieved by implementing a three integrated projects:

- **Project 1: Achieving a Business Support Center**



This project aims to achieve an electro-technical cluster of basis of the infrastructure existing on the platform from SC Electroprecizia SA, by initiating a public-private partnership (between this company and the Municipality of Sacele). Starting from a pre-existing infrastructure, it aims to initiate a network of collaborations at the local, regional and national levels, in order to achieve a business center. This project will be submitted for funding under the Regional Operational Programme, Priority Axis 1.

To facilitate the accessibility to the industrial area, it is necessary an appropriate transport infrastructure.

- **Project 2: Providing accessibility to the area of economic development**

This project aims to create a transport artery to expedite traffic at the entrance of the city and to provide an easy connection with the above-mentioned area. These two projects, parts of an integrated project aimed to provide the economic development locality, add a social project whose purpose is to provide the facilities and the opportunities to integrate the Roma representatives.

- **Project 3: Centre support of the activities undertaken by representatives of the Roma community**

This project aims to integrate the disadvantaged ethnic groups and allow them to carry out traditional activities.

Because this is a very complex problem, it requires an approach and specific solutions that take into account both the proposals received from the representatives of NGOs ("specialized" associations in social issues) and stakeholders and on the SWOT analysis carried out on social matters.

## 5.4. FOURTH STRATEGIC OBJECTIVE: Integration of disadvantaged ethnic groups

Given that one of the most important problems recorded among disadvantaged groups is the lack of permanent jobs, it is necessary to work to remedy this situation. Thus, one of the projects proposed is:

- **Project 1: Promoting the access for disadvantaged groups on the labor market**

This project includes the activities such as retraining courses, professional qualifications, etc. To overcome this situation it is required the involvement of economic agents (which provide jobs for the representatives of disadvantaged groups) too. To be accepted and to fight against prejudices, specific actions for their gradual integration are needed.

- **Organizing the campaigns to combat the discrimination of Roma people**

All settled objectives were to improve living conditions among the citizens and to increase the attractiveness of the city, thought the balanced development on all levels of Sacele city. Integrated approach creates the prerequisites for a harmonious development of the city, in accordance with the principles of sustainable development. For this reason, the Local Action Plan is an effective strategic tool, which should be taken into account when making administrative decisions and to serve for the future in the process of accessing the grants. It also offers, along with other local strategic documents, a coherent direction of development of the city, in accordance with tendencies of development in the whole region.

### 5.4.1 SWOT Analysis – Integration of Social Disadvantaged Categories

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>• Existence of high schools with technical profile</li> <li>• Social protection measures for disadvantages persons</li> <li>• Existence of Social Services into the Municipality of Sacele</li> <li>• Sustainable activity of local NGO's</li> </ul>	<ul style="list-style-type: none"> <li>• High rate of unemployment</li> <li>• Social problem in Garcin</li> <li>• Lack of professional specializes according to area specific</li> <li>• Low rate of graduated at Garcin school</li> <li>• Reserved attitude of employer concerning work places for persons from Garcin</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>• Grants for HR sector</li> <li>• Collaboration with Development Associations in order to solve social problems</li> <li>• Initiating partnerships between public administration and local Ngo's on social integration matter</li> <li>• Implementing integrated projects</li> </ul>	<ul style="list-style-type: none"> <li>• Unstable legislative</li> <li>• Birocracy</li> <li>• High rate of school dropout</li> <li>• Increased number of social problems</li> </ul>

## 6. The implementation of LAP

The Local Action Plan has to be a useful document, which is the basis of the administrative decisions and guide the city projects development. The involvement of all the stakeholders of the community allows outlining a general overview of the situation and addressing the issues from multiple perspectives.

The local public administration authorities must exercise their powers considering the strategic development vision of the city and in accordance with the strategic documents (including the Local Action Plan), and hence the importance of their participation to the elaboration of LAP. Both, the LAP and the Sustainable Development Strategy of the municipality Sacele should form the basis of the administrative decisions relating to the city development.

All objectives aimed to improve the living conditions of citizens and to increase the attractiveness of the city, with the help of a balanced development on all levels of Sacele. Integrated approach creates prerequisites for a harmonious development of the locality, in accordance with the principles of sustainable development. For this reason, the Local Action Plan is an effective strategic tool, which should be taken into account in the administrative decisions and to serve to the process of accessing to grants. It also offers, along with other local strategic documents, a coherent direction of development of the city.

The Local Action Plan, a planning development document, alternative to the Strategy of Sustainable Development of Sacele, provides an overview of the current situation of the town and a projection of what we want to achieve in the next period; thus, from the problems identified, some solutions are proposed to overcome them, solutions implemented by the achievement of the concrete projects. The Local Action Plan is a tool that substantiates the main directions of action of the municipality, being a "work plan" to achieve the performance in the administrative act, a plan which must be on the desk when are talked the decisions about city development, about the future investment or the urban planning.

Reflecting the collaboration between the private and the public sector, Local Action Plan is a useful document of local administration it, it being based on the data which result from the interaction with the civil society (questionnaires, consultative sessions, etc..), and is based on the conclusions of meetings with members of Inter-community Development Agencies. The development directions of Sacele municipality's, as they emerge from the Local Action Plan, join of the development directions of the region for a balanced development of the metropolitan area.

Based on the analysis of the current situation, the Local Action Plan outlines the vision of development of the city: ***Sacele city - a competitive city, from economic point of view and attractive for tourism and investments***- for whose achievement were proposed the measures from short term action, long and medium term.

These solutions to solve the problems facing the city are reflected in the list of projects whose implementation ensures the balanced development of the city, in accordance with the principles of sustainable development of the region.

## 7. APPENDIX

- Questionnaire for private entrepreneurs (ANNEX 1)
- Questionnaire for local NGO's (ANNEX 2)
- Table of ULGS members (ANNEX 3)

## 7.1. ANNEX 1 – Questionnaires for Local Entrepreneur

### QUESTIONNAIRE FOR LOCAL ENTREPRENEURS

Given the national economic situation, Sacele Municipality wants to develop a Local Action Plan, in order to present the action directions for the development of the city, for consolidation its identity.

Please fill out the following questionnaire by ticking "x" in the appropriate box and filling in the fields of a response where necessary

#### I. COMPANY PRESENTATION

Denomination:

Headquarter:

Primary and secondary activity field:

Organizational form:

Administrator:

Number of employees with higher education:

Secondary education:

Turnover

The area of operation:

local  county  national  international

#### II. HUMAN RESOURCES

In what area would you be willing to make investments:

Tourism                  Commerce                  Industry                  Social                  Agriculture  
Services

How many jobs can be created in this field?

Are you satisfied about the level of postgraduate education and specialization in Sacele? Why?

Yes  No

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There is a need for other specialties?

Yes

No

If yes, which of them?

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Do you consider as useful the creation of a job fair at Sacele:

Yes

No

Is your company part of a public-private partnership? If yes, which is the subject of this partnership?

Yes

No

---



---

It's your company part of a private-private partnership? If yes, which is the subject of this partnership?

Yes

No

---



---

What are your company's needs in terms of labor? (staff, expertise)

---



---

## LOCALE RESOURCES

What would you like to keep (protect) as it is now and what you want to develop as a tourist attraction? But to exploit it economically?

---



---

Are you satisfied how you can spend your free time in Sacele?

Yes

No

I don't know

What new actions or cultural facilities, recreation centers you want to spend / build in Sacele? In what areas?

---



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Thank you !

## 7.2. ANNEX 2 – Questionnaire for NGOs

### QUESTIONNAIRE FOR ASSESMENT OF NEEDS OF LOCAL ONG

Given the national economic situation, Sacele Municipality wants to develop a Local Action Plan, in order to present the action directions for the development of the city, for consolidation its identity.

Please fill out the following questionnaire by ticking "x" in the appropriate box and filling in the fields of a response where necessary

#### I GENERALE INFORMATIONS ABOUT NGO

Complete denomination of the organisation:	
Promoțional name(abreviation):	

#### Legal status of organization (organizational form under the statute):

Asociation       Institution       Foundation

Other (please mention):

Legal address (based organization):

Level of organization:

International       National       Regional        
Local

Human resources:

Number of members:

Number of employees( permanent):

Number of volunteers:

Contact persons in your organization: (optional)

Name, surname	Position in the organization	Phone, fax	E-mail

Financial resources:

- Membership fee                       Donors                       Local administration  
 Economical agents                       Others(mention)

What are your company's needs in terms of labor? (staff, expertise)\_\_\_\_\_

\_\_\_\_\_

## B. EXPERIENCE IN THE FIELD

The aim, the objectives of the organization (according to the statute):	
-------------------------------------------------------------------------	--

### FIELD / S OF ACTIVITY OF ORGANIZATION

#### Beneficiars

- |                                   |                                                   |                                                 |
|-----------------------------------|---------------------------------------------------|-------------------------------------------------|
| <input type="checkbox"/> Children | <input type="checkbox"/> Single-parent family     | <input type="checkbox"/> Ethnic groups          |
| <input type="checkbox"/> Women    | <input type="checkbox"/> People with disabilities | <input type="checkbox"/> Other (please mention) |
| <input type="checkbox"/> Old      | <input type="checkbox"/> Youngs                   |                                                 |

#### Give an assessment of your co-operation between NGO and local government

- Efficient operation                       Good                       Satisfactory                       No co-operation

What would you suggest for improving working together?

\_\_\_\_\_

\_\_\_\_\_

#### What are the benefits in your organization that enable:

- Demand from beneficiaries  
 The region in which NGO activities are  
 Existance of information and technical resources  
 Field asset is a priority for the authorities and external stakeholders  
 Other (please specify)

#### What are the problems facing your organization in promoting activities that you develop:

**Attitude of authorities:**  
resources:

- hostile  
 inertia

**Attitude of the public:**

- skeptical  
 uninterested

Lack of

- information  
 tehcnical

indifference stereotype financial

**Other problems (please specify):**

**What can you, in your opinion, undertake to streamline activities in the field that enabled?**

**C. LOCALE RESOURCES**

**What would you like to keep (protect) as it is now and what you want to develop as a tourist attraction? But to exploit economically?**

---

**Are you satisfied how you can spend your free time in Sacele?**

 Yes I don't know No

**What new actions or cultural facilities, recreation centers you want to spend / build in Sacele? In what areas? -----**

## 7.3. ANNEX 3 – Local Support Group components

### Local Support Group - Contact

#### Details

<b>Project name</b>	NeT-TOPIC
<b>Partner:</b>	Sacele
<b>Date:</b>	30.12.2008

	Family name	First name	Male / Female	Organization (name)	Type of organization*	Activities	Function in organization	email address	City	Country
LSG member 1	Nistor	Radu Florea	M	Sacele City Hall	LA	Mayor	Mayor	<a href="mailto:primaria_sacele@yahoo.com">primaria_sacele@yahoo.com</a>	Sacele	Romania
LSG member 2	Coliban	Nicolae	M	Sacele Council	LA/ Ngo	City Councilor	councilor/Ngo president	<a href="mailto:conicro@yahoo.com">conicro@yahoo.com</a>	Sacele	Romania
LSG member 3	Ciurea	Daniel	M	Sacele Council	LA	City Councilor	councilor/Economic Director	<a href="mailto:ciureaec@yahoo.com">ciureaec@yahoo.com</a>	Sacele	Romania
LSG member 4	Salajan	Gavril	M	Sacele City Hall	LA	public servant	Chief of Public Works Dpt	<a href="mailto:primaria_sacele@yahoo.com">primaria_sacele@yahoo.com</a>	Sacele	Romania
LSG member 5	Risnoveanu	Daniela	F	Sacele City Hall	LA	public servant	Chief of European Integration Dpt.	<a href="mailto:r_dana2002@yahoo.com">r_dana2002@yahoo.com</a>	Sacele	Romania
LSG member 6	Zaharescu	Mihaela	F	Sacele City Hall	LA	public servant	Public Functionaire	<a href="mailto:z_mihaela@yahoo.com">z_mihaela@yahoo.com</a>	Sacele	Romania
LSG member 7	Plopeanu	Gabriela	F	Metropolitan Association for Brasov	Association	metropolitan development	Director	<a href="mailto:gabi.plopeanu@addbrasov.ro">gabi.plopeanu@addbrasov.ro</a>	Sacele	Romania

LSG member 8	Creosteanu	Kristina	F	Metropolitan Association for Brasov	Association	metropolitan development	Member	<a href="mailto:kristeosteanu@yahoo.com">kristeosteanu@yahoo.com</a>	Sacele	Romania
LSG member 9	Dogaru	Robert	M	Era Mix	Private Company	food industry	Director	<a href="mailto:dogarur@yahoo.com">dogarur@yahoo.com</a>	Sacele	Romania
LSG member 10	Muresan	Tiberiu	M	Casa Muresenilor	Private Company	tourism	Director	<a href="mailto:office@hanul-muresenilor.ro">office@hanul-muresenilor.ro</a>	Sacele	Romania
LSG member 11	Magdo	Ioan	M	Pref Serv	Private Company	production	Director	<a href="mailto:prefserv@gmail.com">prefserv@gmail.com</a>	Sacele	Romania
LSG member 12	Sacelean	Adrian	M	Electroprecizia	Private Company	production	Director	<a href="mailto:intercom@mail.com">intercom@mail.com</a>	Sacele	Romania
LSG member 13	Cioaca	Paul	M	Ramos	Private Company	commerce	Director	<a href="mailto:office@ramoss.ro">office@ramoss.ro</a>	Sacele	Romania
LSG member 14	Toth	Csabi	M	Litos Prod	Private Company	production	Director	<a href="mailto:litos_prod@yahoo.com">litos_prod@yahoo.com</a>	Sacele	Romania

## URBACT II

**URBACT** is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 300 cities, 29 countries, and 5,000 active participants

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