

Integrated Action Plan - Suceava

SMART IMPACT - Innovating solutions for sustainable institutional development



Document elaborated within the project “**SMART IMPACT - Innovating solutions for sustainable institutional development**” - co-financed by the European Union through the European Regional Development Fund within the Inter regional cooperation program for the urban development network URBACT III, Priority 1.1 Towns seen as growth engines and creation of jobs - Exchange of experience and learning.



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1 INTRODUCTION

1.1. THE URBACT PROGRAM

URBACT is a European program developed within the European Union's cohesion policy. The objective of territorial cooperation which facilitates the exchange of information for the promotion of a durable urban development. The program gives cities the possibility to cooperate for the purpose of obtaining answers to major urban challenges, by confirming the crucial role which urban centers have in the confrontation with more and more complex changes of the society. URBACT supports cities in the development of new and sustainable pragmatic solutions integrating the social, economic and environmental dimensions. The program facilitates the exchange of good practices and experiences between all European specialist involved in the urban policy domain.

Currently, 290 cities, 29 countries and 5.000 active participants are involved in the URBACT PROGRAM. **The projects financed through the URBACT III program are carried out in two stages: the development stage and the implementation stage.**

Against the background of increasing long-term challenges such as globalization, the pressure on resource use and the aging of the population, as well as ever-tougher European and government regulations on carbon, water, or waste storage costs taxation, it is necessary to find some ways of public awareness for the urban economic environment about the need to understand the concept of sustainability and the adoption of measures to redefine new models for operating everyone's own businesses.

In the context of unprecedented development of commerce and of spaces destined for commercial activities in the Municipality of Suceava, the local administration has the responsibility to intervene and to initiate projects by means of which to provide a sustainable flow for local development, for the preservation of the natural heritage, by supporting the creation of a stable local economy and with the promotion of an increased degree of employment.

All these arrangements meet the views of the objectives of the *Strategy for intelligent, sustainable and inclusive growth - Europe 2020*, by means of which it is desired that through community-level actions to reach to a transformation of the European Union into a 21st century economy - intelligent, sustainable and inclusive, leading to the increase of employment, of productivity and of economic, social and territorial cohesion.

The URBACT III Urban Development Inter regional Territorial Cooperation Program is an exchange of experience and knowledge for cities program which contribute to the EC Initiative "Regions for Economic Change", whose main purpose is to help cities develop practical solutions that are new and sustainable, integrating the economic, social and environmental domains.



The program is implemented with financing from the European Union through the European Regional Development Fund, URBACT Program 2014-2020 (85%), from the Romanian Government (13%) and with a contribution from the local budget (2%).

1.2. GENERAL FRAMEWORK OF SUSTAINABLE INSTITUTIONAL DEVELOPMENT

According to art. 2 of the Framework Law on decentralization 195/2006, the administrative capacity is defined as being *“the assembly of material, institutional and human resources an administrative-territorial unit has, as well as the actions carried out by it for the exertion of competences established by law”*

In its capacity of local public administration authority, the Administrative-Territorial Unit of the Municipality of Suceava has the obligation to fulfill its duties established by Law no. 215/2001 of the local public administration, republished and by the other normative acts.

The public administration may carry out a “normal”, “rational” and “efficient” activity only if it concomitantly brings together and uses all three elements: human, material and financial.

Concerning the **human resource, the organizational structure of the specialized apparatus of the Mayor of the Municipality of Suceava** comprises a number of 330 functions, of which 3 functions of public dignity, 299 public functions and 28 contractual functions.

According to the organizational chart of the Suceava City Hall and of the local public subordination services without legal personality, the distribution of human resources within the existing directorates and services at the level of the local public administration is as follows:

- The general and investments directorate - 30 people;
- The heritage directorate - 20 people;
- The directorate for budget, accountancy and taxation - 84 people;
- The directorate for urban planning, territory development and cadastre - 27 people;
- The general directorate of the public domain - 146 people
- The greening directorate - 24 people;
- The directorate for market administration - 120 people;
- The municipal directorate for persons records - 30 persons;
- The directorate for social services - 100 persons;
- The local police - 123 persons
- The human resources service - 8 persons;
- The service for European integration and development strategies - 8 persons;
- The service for administrative acts, public relations, circulation and document keeping - 8 persons;
- The service for judicial contentious administrative matters - 10 persons;
- The compartment for project implementation from external non-refundable funds - 10 persons;
- The compartment for urban strategies and urban planning document management - 2 persons;
- The Mayor’s cabinet - 4 persons;



- The public and internal audit office - 6 persons

In addition to the staff presented, 400 personal assistants are added. Thus, taking into account the personal assistants, the structure of the personnel presents itself as follows: 1.166 employees of whom: 3 of them are high officials, 327 are civil servants and 836 of them represents contracted personnel

Taking into account the fact that **the reform of public administration depends on an efficient management of human resources, the local public administration is focused towards attracting qualified personnel, personnel training, promotion of professional ethics.**

At the level of Suceava Municipality, the human resources hired in the performance of public administration specific attributes, has been involved in continuous development projects and training. The projects carried out at the level of public administration had an impact both on the human resource as beneficiary, as well as on the increase of efficiency of the activity performed. Also, depending on necessity and on financial resources, the human resources is supported for its participation in training and improvement courses.

The material resources, named administrative equipment in the specialized literature, comprise of real assets, lands and buildings, some in the property of the administration, other under administration, assets which along with the movable assets, form the administrative infrastructure and are directly used by UAT Suceava Municipality for the fulfillment of its attributions according to law.

The category of movable assets presents a particular interest, considering that within it is included the TIC equipment, necessary for the maintenance of an open public administration receptive to society's changes .

Aspects concerning **the electronic services provided by the City Hall of Suceava Municipality:**

- **The online payment application** is available since 2003, initially destined only for the payment of fines, subsequently for the payment of taxes and fees - access page www.primsv-de.ro **The application is well developed and has a number of three security levels.** This application is also **of great utility for the taxes and fees department**, the service with full rights of use, and also for **the foreclosure compartment** (access for the execution of receivables), **finances** (access to specific elements regarding the fines patrimony) and **sanitation** (access to elements concerned with the greening tax). **The application is not integrated with other data bases**, but is accessible for informational purposes to all departments and services existing at the level of the administrative unit;
- currently, there are approximately **750 natural and legal entity users**, and persons who applied for the online payment system;
- most of them get informed and use the online payments by means of the national portal www.ghiseul.ro **The City Hall of Suceava Municipality is enrolled in this platform only for the payment of local taxes and fees though the option *payment without authentication*.** During 2016, an interface software was acquired which makes the payment with authentication possible. The update of information (payments) achieved through this system is done in real-time.
- in 2016, until March 1st, **approximately 600 natural and legal entities used the online service for the payment of taxes and fees.**
- **there are also available online other electronic services, only for informational purposes**, such as:
 - ✓ *Registry Office Consultation* - provides the possibility of tracking submitted applications



- ✓ *Your petition!* - provides the possibility to advance a petition;
- ✓ *Forms* - a series of forms are presented which can be downloaded and filled out, without the possibility to transmit them online;
- ✓ *Town Planning Certificates* - provides the possibility to get acquainted and to identify the issued town planning certificates;
- ✓ *Building permits* - provides the possibility to get acquainted and to identify the issued building permits
- ✓ *Cab authorizations* - provides the possibility to get acquainted and to identify the issued cab authorizations
- ✓ *Audience enlistment* - provides the possibility to enlist in an audience with the Mayor or with the Vice-Mayor
- ✓ *Marriage publications* - provides the possibility to view marriage announcements

The activities carried out by a part of the directorates and services of the local public administration produce complaints among the inhabitants of Suceava Municipality. Thus, the public survey conducted among the population of Suceava Municipality highlights the following:

- **the biggest complaints are related to the taxes and fees office** - respectively 28,93% of the respondents are very unsatisfied or unsatisfied. Generally, the discontents are related to the waiting time at counters (54,09%) but also to the obligation to stop at several counters in order to make a payment.
In the case of counter payments, the information related to payment obligations are obtained from one counter, and the actual payment is carried out at the cashier's office. It was recently introduced the option of POS¹ payment, a facility destined to card holders;
For online payment of taxes, it is necessary to submit an application for registration to the Directorate for Budget, Accounting and Taxation, and within 2 working days from the date of registration of the application, the identification data for the online payment is received. Although this registration system is applied at national level, it generates dissatisfaction among taxpayers. Also, a problem raised by the users of the online payment system is that for each type of fee and tax, in part, one payment order has to be made, which leads to an increase in the timing of tax obligations.
- **the balance of the neither unsatisfied ones and of the ones who are neither satisfied situates around 33%-39%** Usually, **the aspects which make citizens unsatisfied**, apart from the waiting time at counters (54,09%) **are related to the waiting time for the issuance of requested documents (45,28%) and the capacity/method of relating/communicating and providing transparency (31,13%);**
- **the highest degree of satisfaction is related to the activity carried out by the online Service, public peace and security**, respectively 36,48% among respondents are very satisfied and satisfied;
- **the least dissatisfaction is related to the activity of the Municipal Directorate for Personas Records**, only 13.21% of the respondents have expressed their choice in this respect. Over 30% of the respondents did not interact with this department, and under these

¹ POS (Electronic Funds Transfer Point of Sale) represents an alternative to cash payments, a modern technology that allows the use of bank cards for electronic payments.



conditions, they did not express their degree of satisfaction. The situation presented is also specific for the Cadastre, Agricultural Real Estate, Agricultural register Service.

At the level of the administrative unit, in 2006, **an Integrated System for the management of documents was implemented** which facilitates the access to information within the unit. It was adapted according to necessities, but **improvements are still necessary, considering the permanent modification of legal provisions and of the citizens' needs**. The easing of documents/data bases transfer between the directorates/services/compartments at institutional level, will lead to a simplification of the means of communication and to the decrease of costs concerning consumer goods (for example paper).

At local level, **the development of administrative capacity** aims to promote and support the creation of a public administration that will become an important factor of competitiveness, development, progress and cohesion. Thus, **the main actions** considered by the local public authority are:

- **the improvement of the quality of public services and the increase of the capacity to provide for new services;**
- **the development of the capacity to access and manage internal and external development funds, especially community funds.**

The organization of targeted actions, with efficiency and economy, involves the use of the most adequate administrative procedures. So, **at the level of Suceava Municipality, procedures have been formulated for the effective organization of the decision-making process, the management and the rendering of the competences established by law.** The procedures for running the activities are set for each department, service, compartment and office depending on the activities carried out. The role of the procedures is to create a unitary framework for the development of activities.

Along with the procedures for carrying out activities at local level, operational regulations are established, as well as the *Unique Risk Register at the level of the City Hall of Suceava Municipality and at the level of the local subordinated public services, without legal personality.*

UAT Suceava Municipality, through its specialized departments, **holds the capacity to access and manage internal and external projects, especially community ones.** The management capacity of the projects funded by non-reimbursable funds is supported by the numerous projects developed/implemented at the level of Suceava Municipality. The involvement in projects was carried out both on the informational part and on the acquisition of good practices, as well as on the implementation of modernization/development/rehabilitation works of the infrastructure owned by the local authority.

1.2.1. Localization and context, framing, influence zone, transport perimeter

Localization, framing, influence zone - county and regional perspective

Suceava Municipality is located in the north-eastern extremity of Romania, in the Suceava Plateau, at an average altitude of 325 meters. The locality is located at the intersection of the European roads E85 and E58, at a distance of 432 km on the road and 450 km on the railway from the capital of the country, Bucharest.



The locality is located on the Suceava River, separating the old town of Suceava from the newer integrated neighborhoods of the city, Burdujeni and Ițcani.

The territory of Suceava Municipality has an area of approximately 52 km² and together with neighboring localities forms the "Inter-community Development Association Suceava Metropolitan Area". It was established on December 1st 2011. Given that Suceava Municipality is a city of second rank and can not integrate a metropolitan area, an organization was established in the form of an association - namely "Suceava Metropolitan Area Association", consisting of Suceava Municipality.

The evolution of population

The evolution of the Suceava Municipality population shows an increase in the first part of the period after 1991, so that a slight decrease could occur after 1998. In 1998, the largest number of inhabitants was registered, after which the evolution of the population was on a downward trend. The general trend of the annual average rate over the last 4 years has been of increase, but since 2011, the downward trend re-occurred.

Between 1992 and 2002 the population of the city declined more strongly than the county population in general, with a difference of almost 6 percentage points (-7.5% compared to -1.9%). There is a decline in the population in Suceava County between the two censuses 1992-2002, more intense in the county capital city, while, in the period 1966 - 1992, the population volume increased, especially in the urban area of the county.

The decline of the population aged 0-14 and the increase of the population over 65 years indicates the installation of a demographic aging process, which is becoming more and more obvious at the level of the studied area. The phenomenon is also similar for the other administrative units in the county, but unlike them, in 2000, Suceava Municipality had a lower weight of the younger population and an even lower weight of the elderly (a difference of 3.4 percentage points from the county's weight value).

1.2.3 The evolution of economic activities

At the level of Suceava Municipality, the structure of employees by economic activity highlights three main activities in terms of local labor force absorption, services, industry and commerce. Services are diversified and provide employment for approximately 41% of the workers in Suceava Municipality. The industry, dominated by the manufacturing industry, has a weight of 35.8 in the total number of employees, while commerce, the third activity which provides jobs, assures 21.9% of the paid employment jobs. In the constructions field there are approximately 10% from the total employees, and the cumulated primary activities (agriculture, forestry, pisciculture) do not exceed one percentage.

The evolution of employees by economic activities is manifested differently within the sub-sectors. For the 2011 and 2007 comparison years, we see a restructuring process which led to the dissolution of more than 7,000 jobs. The most affected sectors are tourism services, the category of employees working in hotels and restaurants decreased by 36.40%. Financial, professional,



scientific and technical services also lose approximately 24 and respectively, 17% of employees in the compared period.

Industry is also being restructured under the impact of a falling demand for its products and through the decrease of consumption. The number of employees in the industry decreases by approximately 28% in 2011, in comparison with 2007.

Suceava Municipality attracts, as it can be seen from the existing data, an important part of the county's employees. The activities that concentrate the largest share of employees in Suceava Municipality in relation to the employees in the entire county are: water distribution, sanitation, waste management, decontamination activities, information and communication services, real estate transactions and administrative service activities and customer support service activities.

As it turns out from the social-urban survey, tourism is considered an economic activity with great potential to generate development. Among the most important resources to support the future development of Suceava Municipality, tourism occupies the first place (54%) in the respondents' choice, followed by local resources (38%) and industry (37%). In the category of local resources, variables were introduced such as the local human resource, the local intelligence, existing monuments, opportunities to increase employment through job creation. Services, and in particular commerce (32%), are still perceived as exploitable and revenue-generating resources, but the attraction of European funds can also be an important resource for development in the opinion of 24% of the respondents.

1.3. GENERAL DESCRIPTION OF THE PROJECT

The Suceava Municipality elaborated, along with the Local Council of Manchester City - Great Britain - leading partner, Eindhoven - Netherlands, Stockholm - Sweden, Miskolc - Hungary, Smolyan - Bulgaria, Dublin - Ireland, Porto - Portugal and Guadalajara - Spain, the project "SMART IMPACT -Innovative solutions for sustainable institutional development".

This project received a favorable opinion on 04.05.2016 from the Secretary of the URBACT III Program in view of financing the activities for a period of 24 months.

The project is co-financed by the European Union through the European Regional Development Fund within the Inter regional cooperation program for the urban development network URBACT III, Priority 1.1 Towns seen as growth engines and creation of jobs - Exchange of experience and learning.

URBACT is a European program developed within the European Union's cohesion policy concerning territorial cooperation between cities which facilitates the exchange of information for the promotion of a durable urban development. The program gives cities the possibility to cooperate for the purpose of obtaining answers to major urban challenges, by confirming the crucial role which urban centers have in the confrontation with more and more complex changes of the society. URBACT supports cities in the development of new and sustainable pragmatic solutions integrating the social, economic and environmental dimensions. The program facilitates the exchange of good practices and experiences between all European specialist involved in the urban policy domain.



The project represents a continuation of the projects “EVUE - Electric means of transportation in urban areas around Europe” and “Sustainable urban markets” co-financed by the European Regional Development Fund through the URBACT II Program and implemented by the Suceava Municipality during 2011-2015, as well as the GROW SMARTER project, which is in the implementation phase within the HORIZON 2020 Program.

Through this new project, the Suceava Municipality will receive non-reimbursable technical assistance for the implementation of an Integrated Action Plan for a period of 10 years, including the application of measures to:

- Improve the efficiency and transparency of the activity carried out by the employees of the City Hall of Suceava Municipality;
- Create real methods (platforms) for communication with citizens and civil society in order to involve them in the process of public consultation, monitoring and evaluation of the projects implemented by the local public administration;
- Improve the collaboration between the business environment and the local public administration to implement, in partnership, development projects for the local community;
- Create pilot-study cases for the neighborhoods in Suceava Municipality in which are to be implemented projects concerning, first of all, the sustainable development and the improvement of living conditions for the local community;
- Transfer good practices in the field of public administration between the project partners and especially the possibilities of applying these examples of good practices at the level of Suceava Municipality;
- Identify project ideas concerning sustainable local development and to identify financing sources for the implementation of these projects;

Throughout the project, technical experts and representatives of local administrations from partner cities will carry out practical training sessions in Suceava Municipality to transfer knowledge and examples of successfully implemented projects applicable to local realities in Suceava.

The overall objective of the project is: to improve the efficiency, transparency and transferability of cooperation between public institutions, business environment, citizens and civil society in order to identify and implement sustainable community development projects.

The activities to be carried out within the project are:

- promoting the exchange of experience and good practice between decision-makers, executives, institutions, business environment and civil society in the field of "common urban management"; the Suceava Municipality will thus benefit from the transfer of good practices from partner cities and from the experience they have acquired along the way, through the participation in seminars, cluster meetings, study visits;
- training activities, exchange of experience and good practices with partner cities in the project (seminars organized with experts nominated by the project's partnership and locally contracted), consultations for decision making within the Suceava Local Support Group;



- disseminating the conclusions resulting from the exchange of experience and ensuring the transfer of knowledge;
- **The budget for the project is 53.663 euros.**

Project funding is distributed as follows: 85% that is 45.613,55 euros represent the European Union's contribution from the European Regional Development Fund, 13% respectively 6.976,19 euros represents the contribution from the Romanian state budget and 2%, respectively 1.073.26 euros represents the local contribution corresponding to Suceava Municipality, which is provided by the remuneration of the employees delegated in the implementation of the project, partly from the working norm of 8 hours a day.

The duration for the implementation is 24 months beginning with May 2016

3 IDENTIFICATION OF FACTORS INVOLVED AND THE ESTABLISHMENT OF THE SUCEAVA LOCAL GROUP

3.1 Identification of the factors involved in activities related to the project's domain

It is recognized that public participation and involvement of citizens in developing ways of common understanding of objectives, issues and possible strategies that provide solutions to problems can improve the quality of decision planning, implementation and evaluation, increasing the efficiency in financial terms, the effectiveness, the transparency, the acceptability and public support, but also its legitimacy.

The resulting benefits: the quality of decisions improves, certain problems and difficulties are identified in the planning phase, and the consultation in the planning phase leads to the approval of controversial issues and to the prevention of the opposition in the decision-making process, can prevent delays and reduce implementation costs, increases the acceptance of measures, empowers community members, the decision-making process becoming more democratic, and allows the local communities to have the power to influence decisions. Also, public consultations lead to the strengthening of the capacity to plan locally, increasing public confidence in decision-making, learning and exchange of experience.

As a consequence, local institutions and organizations with activity in the public and private sector were contacted, which can influence and/or are influenced in the undertaking to identify viable solutions for problems imposed by **sustainable institutional development** in Suceava Municipality Thus, 23 institutions signed the Association agreement no. 19327/16.06.2016, and formed the Suceava Local Urbact Group, for the project “**SMART IMPACT - Innovating solutions for sustainable institutional development**”

During the implementation of the project, the following meetings were held:

- ✓ September 22nd 2016 - the first work meeting, held at the Center for the Support of Bucovina's Traditions The purpose of this meeting was to develop a SWOT analysis of the current situation;



- ✓ February 9th 2017 - the second work meeting held at the Center for the Support of Bucovina's Traditions. The purpose of this seminar was to identify action ideas for the Integrated Action Plan;
- ✓ June 8th 2017 - the third work meeting held at the Center for the Support of Bucovina's Traditions. The purpose of this seminar was to identify action ideas for the Integrated Action Plan;
- ✓ July 13th 2017 - the fourth work meeting held at the Center for the Support of Bucovina's Traditions. The purpose of this seminar was to identify action ideas for the Integrated Action Plan;
- ✓ September 15th 2017 - the fifth work meeting held at the Center for the Support of Bucovina's Traditions. The purpose of this seminar was to define actions
- ✓ November 16th 2017 - the sixth work meeting held at the Center for the Support of Bucovina's Traditions. The purpose of this seminar was to identify actions for the Integrated Action Plan
- ✓ March 03th 2018 - the seventh work meeting held at the Center for the Support of Bucovina's Traditions. The purpose of this seminar was to present the final form of Integrated Action Plan;

3.2 Members presentation of the Suceava Local Group

According to the Association Agreement, the **Suceava Local Urbact Group** is made up of:

SUCEAVA MUNICIPALITY

and

1. Local Council of Suceava Municipality
2. Suceava County Council
3. The Prefecture
4. Police Inspectorate of Suceava County
5. Chamber of Commerce and Industry Suceava
6. Suceava Order of Architects
7. SC ACET SA Suceava
8. "Stefan cel Mare" National College Suceava
9. Crai Nou Suceava
10. S.C. Transport Public Local S.A. Suceava
11. Suceava Agency for Environmental Protection
12. S.C. Relians Corp SRL
13. The Association of the Ecologic Group for Cooperation - GEC Bucovina
14. IMM Employers' Federation in Suceava County
15. Association of Owners no. 3 - Center
16. Association of Owners no. 34 - Burdujeni
17. Magura Association of Owners - Obcini



18. Association of Owners no. 9 - George Enescu
19. Association of Owners no. 52 - Zamca
20. IPAMIA Cultural Foundation
21. Stefan cel Mare University Suceava
22. Faculty of Economic Sciences and Public Administration, Stefan cel Mare University Suceava
23. Intermedia Television

4 SWOT ANALYSIS

4.1 GENERAL ASPECTS - THE IMPORTANCE OF THE SWOT ANALYSIS

The SWOT analysis is the most important management technique for understanding the strategic position of an organization. The SWOT analysis aims to recommend strategies that ensure the best alignment between the internal and external environment: choosing the right strategy to match strengths to opportunities, minimize risks and eliminate weaknesses.

S - Strength/strong points - define the positive values and internal conditions that can be sources for the organization's success in achieving the managerial objective. From the point of view of management, a strong point is any tangible element that facilitates the achievement of managerial goals.

W - Weaknesses/weak points - or vulnerability areas - elements which can prevent the achievement of goals. From the point of view of management, a weakness point is an element that can hinder the achievement of goals.

O - Opportunities/opportunities or ways through which the organization's interests can be influenced. Also opportunities are general tendencies present in the external environment, a kind of projection of the "future good".

T - Threats - threats to the growth of that organization, negative aspects arising from the over-exploitation of the organization's resources, or the limitations imposed on the organization by a changing external environment. There may be transient or permanent risks, it may be a projection of risk in the future.

The SWOT analysis as a strategic planning method involves specifying the project's objectives and identifying the internal and external key issues (using various statistical studies) that are favorable or unfavorable for the achievement of the objectives.

One of the main reasons for applying this method of analysis was the construction of a comprehensive picture of the current situation imposed by the transportation and distribution of goods. Thus, both the internal, positive or negative factors, as well as the external forces that influence, positively or negatively, the current situation could be identified.



4.2 THE ORGANIZATION OF THE LOCAL URBACT GROUP FOR EXTRACTING THE EXISTING INFORMATION

During the meeting with members of THE Local Urbact Group from 22.09.2016, the consultation procedure was conducted to identify the elements of the SWOT analysis.

This SWOT analysis was applied, both individually and at group level, for each member of the Local Support Group to identify strengths, weaknesses, opportunities and threats.

Each member of the Local Urbact Group received a chart for the SWOT analysis and they were asked to fill it out. After individually filling out these chartes, the present members were divided into two groups, for the creation of a complex SWOT analysis that included the strengths, weaknesses, opportunities and threats identified by each stakeholder group.

Group no. 1 was made up of:

1. Otilia Clipa (S.C. EVA-CON 2005 S.R.L. Suceava - Consultancy company)
2. Eremiciuc Florin (S.C. EVA-CON 2005 S.R.L. Suceava - Consultancy company)
3. Schipor Ovidiu-Andrei ("Stefan cel Mare University Suceava")
4. Strîmbeanu Simona (SUCEAVA Municipality)
5. Dîmbu Anca; (SUCEAVA MUNICIPALITY)
6. Gafițescu Mihaela (SUCEAVA MUNICIPALITY)
7. Zarojanu Angela ("SEVA" Association Suceava)
8. Rohozneanu Dan (ASSOCIATION OF OWNERS NO. 52)
9. Bulancea Floarea (ASSOCIATION OF OWNERS NO. 3)
10. Munteanu Gheorghe (ASSOCIATION OF OWNER NO. 34)
11. Sirbu Iulian (ASSOCIATION OF OWNERS NO. 9)
12. Cramaniuc Florin (BUCOVINA ASSOCIATION OF CRAFTSMEN)
13. Szasz Levente (BUCOVINA ASSOCIATION OF CRAFTSMEN)
14. Lungu Lucian ("Stefan cel Mare" National College Suceava)
15. Brăteanu Călin (CJS CCPCT from the Bucovina Cultural Center)
16. Eutasia Rusu (CJS CCPCT from the Bucovina Cultureal Center)
17. Olariu Cezar (TOURISM COMPARTMENT - SUCEAVA MUNICIPALITY)



Group no. 2 was made up of:

1. Dura Dan (SUCEAVA MUNICIPALITY)
2. Istratoaie Iulian (S.C. EVA-CON 2005 S.R.L. Suceava - Consultancy company)
3. Biholar Cătălina (SC INTER-MEDIA SRL - Local Television)
4. Manole Florin (O.A.R. NORTH-EAST)
5. Niculescu Svetlana (O.A.R. NORTH-EAST)
6. Marcu Răzvan; (SUCEAVA MUNICIPALITY)

7. Cojocaru Elena Cristina (**Suceava Agency for Environmental Protection**)
8. Agheorghicesei Liliana (**Employers' Federation of Small and Medium-sized Businesses in Suceava County**)
9. Stejaru Ana-Maria (**Prefecture - Suceava County**)
10. Popa Luana (**Crai Nou Suceava - Local Newspaper**)
11. Tofan Adelina (**S.C. ACET S.A. Suceava**)
12. Ștefănescu Beatrice (**GEC Ecologic Cooperation Group Association Suceava - an NGO with the purpose of protecting nature through the promotion of social-economic actions and projects based on the balance between man and nature**)
13. Munteanu Cristina (**GEC Ecologic Cooperation Group Association Suceava - NGO**)
14. Bleciug Liviu (**GEC Ecologic Cooperation Group Association Suceava - an NGO**)
15. Gautes Loreta (**GEC Ecologic Cooperation Group Association Suceava - an NGO**)
16. Blezniuc Gabriela (**Suceava County Council**)
17. Romaniuc Darie (**S.C. Transport Public Local S.A Suceava - local transport company**)
18. Frâncu Raluca (**S.C. RELIANS CORP S.R.L. - Consultancy company**)



After the completion of the workshop, each of the two groups presented their SWOT analysis and decided which of the elements identified by each group will constitute the SWOT analysis for the project.

4.3 SWOT ANALYSIS REPORT

As a consequence of these activities, the result was recorded in the SWOT Analysis, as shown below.

Strengths:

- "Ștefan cel Mare" University of Suceava and the County School Inspectorate
- Historical heritage (Tourist attractions: the fortress, churches, the museum, etc.)
- Sipote Park
- Communication networks
- Suceava river
- The size of the City
- Lack of pollution (air, water)
- "Bucovina" Brand
- Existence of traditions
- Existence of commercial centers (variety stores, Mall, etc.)
- Geographic localization

- The Experience of the Local Public Administration
- “Stefan cel Mare” Suceava Airport
- “Matei Visniec” Theater Suceava
- Medical infrastructure
- The Establishment/Development/Cultivation by Suceava Municipality of cooperation relations with cities within the European Union through the initiation/implementation of European programs developed within the Cohesion Policy of the European Union
- Underground parking in the center of Suceava with 162 parking spaces
- Improvement of the local public infrastructure through the implementation of investment programs in Suceava Municipality (ISPA, POS MEDIU, POIM etc.)
- The existence of a pedestrian area in the city center

Weaknesses

- Demographic decline (aging)
- Migration of workforce
- Weak peripheral infrastructure
- Poorly developed transport network with "Satellite" localities (Burdujeni, Ițcani)
- Heavy traffic
- Lack of parking spaces + their disarrangement
- The city's beltway non-completion
- lack of jobs
- Reduced degree of industrialization
- Disarrangement of the Sipote park + SUCEAVA river
- Insufficient playgrounds
- New neighborhoods without amenities (kindergartens, schools, etc.)
- Non-modernization of educational institutions
- Lack of interconnected data bases
- Decentralization of administrative services
- Lack of institutional communication between "Ștefan cel Mare" University of Suceava, City Hall, County Council, etc.
- Lack of specializations adapted to the requirements of the city (high schools, vocational schools, universities, faculties)
- Signage of tourist objectives, guidance guides, specialized persons
- poorly developed public transport
- Poor promotion of cultural life
- Lack of organizations involved in early education/adult education
- Lack of socializing spaces
- Non-selective collection of waste
- Non-modernization of the stadium
- Lack of arranged and safe playgrounds
- Non-specialized human resource (health, education, other institutions)
- Politicization of the systems particularly the Local Public Administration
- Lack of public-private partnerships
- Centralized heating system (transport network) - the lack of possibility to conclude an individual contract
- No architectural identity



- No historical center
- No construction/urban norms
- Poor involvement of the civil society
- Poor road accessibility
- Poor institutional communication
- Lack of transparency in the Local Public Administration
- Lack of a Unique Desk and lack of electronic document management
- Institutional shortcomings (e.g. work program)
- Poor information and involvement of executives
- Lack of medium and long-term vision/strategies
- Poor education/mentality
- Non-compliance with law (fines)
- High level of noise and noise pollution in the city (especially in the central area)
- Existence of stray dogs

Opportunities

- Geographical position
- Existence of IT companies and of the University which educates specialists
- “BIO”, “ECO” Trend
- Communication network
- Investment interest in the fields of I.T., agriculture, food
- Medical infrastructure
- Existence of non-reimbursable funds
- Opening for Public-Private Partnerships
- Transfer of good practices
- E.U. Legislation
- Systematization (parking spaces/taxation)
- Existence of the former industrial infrastructure
- Ethnic diversity
- Suceava river + “Sipote” Park
- Existence of European operational programs/projects with a broad approach of priority aspects
- Possibility of organizing an emerging IT cluster, given the existence of profile faculties within the USV, as well as the possibility of attracting IT companies through competitive pricing at national level
- Consumption-oriented attitude of the population of Suceava Municipality

Threats

- Corruption (decrease/elimination)
- Excessive politicization of the sectors of activity including of the Local Public Administration



- Lack of an assumed long-term development strategy (vision)
- Position of local public institutions in the regional/national system (including "Ștefan cel Mare" University of Suceava)
- Low living standards, low purchasing power
- Geographical position (border)
- Aging population
- Migration towards neighboring areas.
- Internal political system
- Increase of migration
- Perception of public spaces
- European/global economic context
- Degradation of public spaces
- Loss of identity
- Non-compliance with law
- Infrastructure's incapacity to keep up with the city's intensive evolution (e.g. increasing number of cars, rapid IT developments, etc.)



7 ACTIONS PROPOSED FOR IMPLEMENTATION BETWEEN THE PERIOD 2018 – 2028

Specific Objective 1: Improving the efficiency of Local Public Administration's activity

Activity 1.1. Improvement and permanent training of civil servants in order to adapt to the continuous changes of society at local and European level			
Action leader	MUNICIPALITY OF SUCEAVA		
Type of organization	Local Public Authority		
Main partners	"Stefan cel Mare" University of Suceava, consultancy companies in the field of professional training and training of labor force, Chamber of Commerce and Industry Suceava, M.D.R.A.P.F.E. through the North East Regional Development Agency, A.J.O.F.M. through training programs with funds drawn from the European Union, the Association of Municipalities in Romania		
Expected results	Civil servants benefiting from courses, training and improvement sessions, thus improving their professional continuity		
	Elaboration and implementation of internal procedures for continuous information, transfer of knowledge and good practices between Romanian Local Public Authorities		
	Increase of efficiency by increasing the degree of adaptation and understanding of the realities of society at local, national, European level. Improvement of performance of work tasks, reducing stress and anxiety by understanding the problems faced by the civil servant and offering modern solutions to the problems encountered		
		Period	Sources
Estimates	Number of trained civil servants	2018-2023	ERDF, state budget, local budget
	Number of training and improvement stages Internal procedures for the execution of the work tasks	2018-2023	ERDF, state budget, local budget
	Improving the activity of the local public administration: reducing the time to solve the problems of the citizen, reducing the consumption of material resources by applying	2018-2023	ERDF, state budget, local budget



	the solutions adapted to models and good practices from other Territorial Administrative Units, from projects with European funds that promote good practices		
<p>Taking into consideration the evolution of the problems faced by the local society, in the national and European context mentioned, permanent legislative changes, the evolution of technology in the field of public administration, the evolution in the field of communication systems and IT, it is necessary to achieve a detailed strategy on medium and long term for the permanent training and improvement of civil servants.</p> <p>In essence, it is necessary to participate in theoretical training sessions, experience exchange stages and practical training sessions for civil servants within the local public administration.</p> <p>It is necessary to establish concrete procedures regarding the topic, the frequency, the number of persons related to the theoretical initiation stages and practical training.</p> <p>Establishment of procedures for the permanent dissemination of accumulated information (both through training stage as well as through information in the virtual space) for members of similar departments within the Territorial Administrative Unit.</p> <p>Permanent, periodic verification sessions of the level of knowledge accumulated by civil servants in relation to information, technical and technological novelties (in the field of local, financial authorities and communication, IT) at national and European level.</p> <p>Transfer of good practices between Romanian Local Public Authorities</p> <p>In addition to practical training sessions and theoretical training, it is peremptory to establish a local strategy (examples of pilot projects) for practical training sessions and exchange of experience. These must necessary include both joint sessions taking place in selected locations according to their relevance, and training sessions - periods of time during which the public servants within the Territorial Administrative Units participate, are effectively working in other departments similar to their training within certain Territorial Administrative Units that manage issues, similar local realities .</p> <p>Thus, it is possible for civil servants to be able to practically apply the accumulated theoretical knowledge.</p> <p>Training and improvement sessions should mandatorily include direct communication platforms between civil servants at horizontal level and between Territorial Administrative Units and regional and central administrative structures at vertical level (North East Regional Development Agency, Ministries, A.N.A.P.) to facilitate the transfer of information and responses to real problems related to daily reality in real time and in a unitary way (similar responses/solutions for issues of the same kind at national level).</p> <p>ESTIMATED BUDGET :Euro</p>			



Specific Objective 1: Improving the efficiency of Local Public Administration's activity

Activity 1.2. Elaboration of an online communication platform between the Local Public Authority, civil society, business environment, non-governmental organizations for the facilitation of an "active" participation of society in the development of the Local Public Authority's activity, including in the implementation of investment projects			
Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	Non-governmental organizations, SMEs, "Stefan cel Mare" University of Suceava, consulting firms		
Expected results	Facilitating the "active" participation of the civil society in carrying out the activity of the Local Public Authority especially in the field of implementing investment projects		
	The increase of transparency of the Local Public Authority		
	Increasing the involvement of citizens in the activity of the Local Public Authority		
		Period	Sources
Estimates	"The Online" communication platform - Local Public Authority and civil society	2018-2023	ERDF, EEA, local budget
	Number of "feedbacks" from citizens taken through public opinion survey procedures	2018-2023	ERDF, EEA, local budget
	Level of satisfaction of the civil society regarding the activity of the Local Public Administration	2018-2023	ERDF, EEA, local budget
<p>Most times, the lack of real-time communication, transparency between the Local Public Authority and civil society creates mistrust and lack of support from citizens for the projects of the local authority. The existence of an online real-time communication platform can determine the increase of the level of credibility and transparency of the Local Public Authority's activity, the increase of citizens' involvement in the administrative act, the avoidance of inconsistencies between the actions of local administration and the real needs of citizens by identifying solutions, common, new, intelligent and generally accepted ideas at local community level. The communication platform must:</p> <ul style="list-style-type: none"> - be associated to the web-page of the Local Public Administration - provide accurate, concrete, detailed information on topics of interest, investment priorities - be administered by competent persons based on established procedures, with response time, 			



ways of intervention, type of information requested/received

- to provide, in particular, information for the business environment in the event of the establishment of public-private partnerships for actions, projects of local interest or for investments in the private sector that will lead to sustainable local development, job creation, transfer of the latest generation technology, efficient use of local budget funds.

ESTIMATED BUDGET: Euro

Specific Objective 1: Improving the efficiency of Local Public Administration's activity

Activity 1.3. The establishment of an internal administrative structure with the role to facilitate the exchange of information between departments with the purpose of finding "smart" solutions for the activities of the local public administration			
Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	M.D.R.A.P.F.E., "Stefan cel Mare" University of Suceava, Non-Governmental Organizations		
Expected results	Improving and streamlining interdepartmental information exchange and communication		
	Knowledge and uniform application of "smart" solutions across all departments of the Local Public Administration		
	Increasing the efficiency of the administrative act and the satisfaction of the citizens regarding the activity of the Local Public Administration		
		Period	Sources
Estimates	Internal administrative structure in the "smart" communication sector	2019-2022.	Local budget
	Communication, collaboration procedures at interdepartmental level	2019-2022.	Local budget
	Effectiveness of the administrative activity of the Local Public Administration Level of participation of the civil society in the activity of the local public administration	2019-2022.	Local budget
<p>One of the problems, the observed and most common disfunctionalities with a major effect on efficiency and homogeneity in the activity of the Local Public Administration Units, is related to the lack of real communication, deficient or fragmented communication, or the lack of total communication between departments.</p> <p>Example: although there is an electronic document management system in place at the level of the Territorial Administrative Unit of Suceava Municipality, which allows for efficient communication,</p>			



permanent monitoring of documents and activity of civil servants, it is very little used and is not exploited to its full capacity.

Given that the implementation of projects as well as the current activities of solving requests from citizens, civil society, business environment presupposes in most cases the collaboration and the input of information from several departments, it is necessary to set up an internal administrative structure with a role to facilitate the exchange of interdepartmental information that plays a role in finding and implementing "smart" solutions.

The advantages of the functioning of such structure are:

- Easy access to information, data, documents, for all civil servants and for citizens.
- A unitary approach in the activity of the administration at procedural level and at the level of enforcement of the legislation in force
- Time and resource saving is achieved by transmitting information in real time, electronically, digitally and not on paper.
- Savings are achieved, as well as the efficient use of local budget funds
- Situations where different departments use different information and/or procedures to solve problems in the same concrete case or provide different information to the civil society are avoided

The role of this internal structure is also to continuously access existing information in the virtual environment, to select existing information within similar local public administration structures that can be implemented locally, to be permanently up-to-date about new technologies, legislative and procedural provisions existing at national and European level in order to harmonize the internal regulations and the procedures of the local public administration within which they operate

The component of this structure must necessarily include technical, economic, communication and legal experts to fully cover the spectrum under which local public administrative units operate.

Also, procedures will be identified, including in the sector of virtual communication, which once implemented, will lead to the achievement of the expected results and to the fulfillment of the indicators associated with this activity.

ESTIMATED BUDGET :Euro

Specific Objective 1: Improving the efficiency of Local Public Administration's activity

Activity 1.4. Establishing, prioritizing and implementing "smart" projects of local development	
Action leader	Municipality of Suceava
Type of organization	Local Public Authority
Main partners	Civil Society, SMEs, Local Public Institutions, North East Regional Development Agency, M.D.R.A.P.F.E.
Expected results	Increase <ul style="list-style-type: none"> - of the number of implemented projects - of the living standards
	Improving the level of attraction of non-reimbursable funds for the



		implementation of local development projects	
		Period	Sources
Estimates	Number of jobs Indicators of local infrastructure Citizen satisfaction concerning the local development pace	2018-2022.	AJOFM, Institute of Statistics, UAT Suceava
	List of projects of the Territorial Administrative Unit on medium and long term in the domains related to local sustainable development Number of implemented projects Living standards, quality of life	2018-2022.	Institute of Statistics, UAT Suceava

In order to implement the "smart city" concept at the level of Suceava Municipality, it is necessary to develop an Integrated Urban Development Strategy (SIDU) that will set the local development opportunities and priorities mainly through the implementation of local development projects.

The Integrated Urban Development Strategy of Suceava Municipality is a planning tool that ensures the possibility of establishing local policies on the medium and long term, the management and control of the current and prospective activities, the ways of implementing these policies, as well as the establishment of some priority projects for Suceava Municipality.

The Integrated Urban Development Strategy of Suceava Municipality must be correlated with the National Investment Priorities set out in Partnership Agreement between Romania and the European Commission and with the following local/regional documents/strategies:

1. North-East Regional Development Strategy 2014-2020;
2. Urban Development Strategy of Suceava - Botosani for the period 2014 - 2020;
3. General Urban Plan of Suceava Municipality;
4. Strategies for the development of the Suceava metropolitan area for the period 2014 - 2020;
5. P.L.M.U.D. of Suceava Municipality
6. Local Action Plan for Sustainable Energy;
7. Local Action Plans drawn up for the projects carried out by Suceava Municipality under the URBACT and HORIZON 2020 programs;
8. Sanitation strategy of Suceava Municipality;
9. Suceava Municipality Development Strategy for 2009 - 2014;
10. The Integrated Urban Development Plan of Suceava Municipality

SIDU includes information and analysis of major areas: Urban planning and landscaping, Public utilities (water supply, sewage, waste management, energy efficiency, public domain management, transport, urban mobility, citizens' safety and public order), Social and health, Environmental protection and sustainable development, Administrative capacity, Education and Human Resources, Economic Development



Priorities/Objectives:

Identifying and defining strategic objectives for community development as well as how to implement it will be done in response to critical issues identified.

In order to establish a sustainable strategy that responds to the needs of the community and the local administration and which is fully in line with the European, national and regional policies, the creator has developed, on the basis of a diagnostic analysis and external constraints, strategic alternatives that can be used individually or in a mixed system, depending on the community's wishes for development.

The priority projects of the local administration have been selected following the application of certain criteria (systemic and analytical) that are in line with local, regional, national and European priorities and which take into account:

- Citizens' needs: jobs, education, health, housing and basic infrastructure (water, electricity, gas, etc.), connectivity (roads, airport, railways, etc.); efficient and effective administration, quality of life
- The needs of the private sector: skilled labor, terrains, office space and basic infrastructure, connectivity, efficient and effective administration, clusters;
- Tourists' needs: tourist landmarks, information, connectivity, accommodation, quality services
- The financial sustainability of each project - refers to the amount of operating and maintenance expenses that it will generate after completion;
- Achieving the challenges concerning horizontal issues: social inclusion and climate change;
- How the project responds to multiple needs in a particular area or sector or is complementary to another project already completed;
- Possibility of funding and eligibility within Structural Programs and/or other funds;
- Total value of projects and co-funding capacity
- The projects' maturity degree

Methods of implementation

Throughout the process, the creators of the strategy need to collaborate with the Coordination Group and with the Working Groups, public consultation structures to which both the staff and the institution are invited to participate, as well as representatives of decentralized institutions, the business environment and the civil society.

An important role in setting the strategic directions and the list of projects to be proposed is given both by working groups as well as by institutions/business environment, through individual project proposals to complement the list of local government projects. That is why the local administrations considers that the process of public consultation during the development of the SIDU is very important and proposes a few ways to ensure equal opportunities for the community's participation:

1. Working groups in the fields: Economic development (business environment, tourism/services, taxes and fees), Urban Planning and Environment (urban planning and landscaping, environmental protection and sustainable development), Social and Cultural (social and health, education and human resources), Administrative capacity and public services;



2. Opinion survey among the population and the business environment - a document conducted according to the sociological rules of conducting a survey and addresses, as the title says, both to the population as well as to the business environment and will provide representation for all inhabitants and economic environments;

3. The Integrated Strategy for Sustainable Development, draft form, must be published on the official site of the City Hall in order to give every citizen the opportunity to express his/her opinion and propose improvements/additions;

4. The representatives of the business environment, of decentralized institutions and civil society will introduce their own projects in the list of projects that will accompany the SIDU by filling out the project chart and transmitting it to Suceava Municipality.

Equally important is the establishment, identification of financing amounts (as non-reimbursable as possible) for the projects identified as priorities of the Territorial Administrative Unit of Suceava Municipality.

In order to identify and formulate the project proposals included in the SIDU, elements were considered regarding local needs and opportunities, development vision, sources of financing, administrative, associative capacity and human capital resources, technical and economic documentation elaborated and approved, the balance between the existing resources, the necessary ones and the estimated impact, the specific objectives and the indicators of success, as well as the concrete establishment of the details related to the integration of the proposed projects.

Essential to achieving the "smart" goal is integrated planning. Specifically, the integrated nature of local development projects that would ensure a relevant and consistent level of solid and sustainable local urban development.

The connectivity between project ideas in various fields that are then integrated either by the common result each project contributes to, depending on its specificity, or integrated through the target community through coverage area or addressability. Thus, in the concrete case of the project idea concerning the development of an industrial park in the commercial area of Suceava, located in the middle part of the city, APL is to create the necessary conditions - the local utilities infrastructure - but it is to be completed, integrated by implementing the project proposal which concerns the realization of a parallel circulation route in connection with the main one, functional at present, which now connects the two parts of the city, passing through the middle zone, including a bridge over the Suceava River. This investment is designed also as a solution to ensure access to this future industrial park precisely to create the minimum necessary conditions, and ultimately the two project ideas are to be integrated, at result level, by attracting investments, job creation, revenue growth for both citizens and for APL for economic development at local level.

The concept of sustainable development applied in order to detail the measures/activities but especially the results and impact of identified projects. Thus, aspects that concern not only the infrastructure, communication, human capital, but also environment, energy efficiency, alternative energy, accessibility for the labor market, social services, education and for people with disabilities were also taken into consideration. Last but not least, the possibility of local economic and human development has been considered in order to ensure the incorporated character and replication conditions and branched development at local level (e.g. the implementation of a public transport system using electric buses ensures high energy efficiency, pollution decrease and also accessibility by means of the coverage degree of the territory, of the facilities (including for people with disabilities), the degree of computerization of the solutions adopted (e-ticketing, information, supervision), accessibility for the labor market, health services and education. This project is



considered to be integrated with the project concerning the development of the charging station network for electric vehicles and the increased use of vehicles in both public and private environments. Further, these two projects are considered to be integrated with those concerning the development of the business environment in that the existence of new technologies implemented locally - such as those related to electric vehicles - implicitly determines the emergence of economic operators with activity in this new technological field as well as the emergence of specialists in the field (software engineers, maintenance engineers). With reference to this ultimate challenge, the one related to human capital and professional training, we can continue to detail the concept of integration of projects by reference to those regarding the modernization and technological equipping of technical/vocational high schools which, through the proposed endowments and investments to be achieved within the projects outlined in the SIDU, will have the capacity to prepare the technical staff with training in new technological fields as a theme for local realities (such as those related to alternative energy and energy efficiency) people who can potentially be employed in the labor market at local level by economic operators who diversify their scope of activity in accordance with ever changing requirements and diversification. The same principle also applies to projects concerning thermal rehabilitation for the increase of energy efficiency of public and residential buildings, with a branch component at local level that is reflected at the level of construction companies and technological equipment, which will diversify their offer of activities to be able to deliver and install new technologies.

ESTIMATED BUDGET: Euro

Specific objective 1: Improving the efficiency of Local Public Administration's activity

Activity 1.5. Participatory budgeting (online) of citizens and of the business environment			
Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	Non-governmental organizations, economic agents, SMEs' Federation		
Expected results	Increasing the level of (active) participation of citizens in the implementation process of local administration and budget execution projects		
	Increasing the level of transparency in the local public administration regarding budget execution		
	Citizens' implication in the decision-making process concerning the local budget		
	Improving the communication level between the Territorial Administrative Unit and the citizen		
	Real-time solutions to citizens' requests		
	Implementing investment projects with a high level of acceptability from civil society - non-governmental organizations, business environment, citizens		
		Period	Sources
	Online communication platform for	2018-	Local budget



Estimates	participatory budgeting	2020	
	Value (percentage of total budget) of works implemented with the use of the communication platform	2018-2020	Local budget
	Number of projects (from the total list of intentions) with participatory concept	2018-2020	Local budget

The administrative practice showed that:

- There are discrepancies between some of the projects considered to be priorities by the executive of the Local Public Authority and the opinion of the civil society in respect to them, especially concerning the priorities
- The level of active participation (involvement) of citizens in the administrative exercise, including the prioritization of the spending of public funds (budget execution) is low
- There are permanent situations where considerable amounts are spent on investment projects that do not represent zero priority or citizens' priority, especially in the field of road infrastructure and urban planning

Proposed activities refer to:

- Creating and implementing an on-line platform for direct participation of citizens and business environment in the decision-making process regarding the establishment of the local budget and the budget execution (prioritization of investment projects)
- Local promotion of the activity, objectives, way of usage, objectives and advantages related to investment projects and budget execution
- Establishing operating options within the online platform to offer citizens the possibility to propose projects considered important, to "vote" the priority of existing ones in the local administration's portfolio, to allow the quantification and accurate determination of the projects that meet the most "adhesions", periodic and real-time information on project names, implementation period, budget objectives and contractual details for supplier contracts and especially for work contracts

ESTIMATED BUDGET: Euro

Specific objective 1: Improving the efficiency of Local Public Administration's activity

Activity 1.6. The creation of a mobile phone application for online and real-time information, a communication solution between the Local Public Administration and the civil society

Action leader	Municipality of Suceava
Type of organization	Local Public Authority
Main partners	"Stefan cel Mare" University of Suceava, IT consultancy companies, the Chamber of Commerce and Industry Suceava, the Center for Territorial and Urban Development, the Civic Innovation Fund, the Foundation for the



	Development of Civil Society, the Romanian-American Foundation, Raiffeisen Bank Romania		
Expected results	The increase of transparency of the Local Public Authority		
	Increasing the involvement of citizens in the activity of the Local Public Authority		
	Increasing citizens' involvement in decision-making regarding living standards, solving problems in the city, in the neighborhood, along with the Local Public Administration		
		Period	Sources
Estimates	Information provided by the telecommunication company which operates the software - number of accesses/given period, number of problems identified by citizens, feedback - resolution of the signaled need	2018-2020	Grant - non-reimbursable funds
<p>The software will help solve the problems in the city, good ideas that can change the community will be proposed by citizens and selected by a Commission within the Local Public Administration made up of experts in the fields of IT and community development. It will help cities solve their problems by facilitating communication between the community and local authorities by actively involving citizens in identifying solutions based on new technologies, setting the foundations for a civic-engaged community that will then promote innovative solutions to urban issues.</p> <p>The ultimate goal is to respond to the community's need and to facilitate citizens' dialogue with the public administration.</p> <p>ESTIMATED BUDGET :2000 Euros</p>			

Specific objective 2: Sustainable local development, sustainable administration

Activity 2.1. Implementation of the "smart" system in the advancement of public procurement projects	
Action leader	Municipality of Suceava
Type of organization	Local Public Authority
Main partners	Non-profit Governmental Organizations, "Stefan cel Mare" University of



	Suceava, public procurement consultancy companies
Expected results	Increasing efficiency, shortening the duration and number of complaints, increasing the transparency of the public procurement process
	Introducing the "smart" criterion (example: energy efficiency, cost-benefit, recycled raw materials) in the public procurement procedure- evaluation criteria
	Increasing the level of personnel improvement in the public procurement department The reallocation of the use of non-renewable, classical resources, capitalizing on resource "efficiency"

		Period	Sources
Estimates	Number of procedures for elaborated and implemented public procurement	2018-2022	ERDF, Local Budget
	The average duration of a public procurement procedure Renewable materials and energy efficiency in the implementation of local public administration projects	2018-2022	ERDF, Local Budget
	Qualified Personnel in the department of public procurement	2018-2022	ERDF, Local Budget

The efficient functioning of a Local Public Administration unit, the execution of certain works, the delivery of top quality services as well as the reduction of budget expenditures due to investments are largely influenced by service procurement and works contracts that are the result of the advancement of public procurement procedures.

The existence of internal procedures that include the "smart" concept within the constituent documents of the procurement documentation, in particular in support of: evaluation criteria, minimum criteria for participation and experience is imperative for increasing the efficiency of the public procurement process in order to fulfill the previously listed objectives.

Thus it is proposed:

- Inclusion of "smart" criteria like energy efficiency, warranty, time to remedy dysfunctions in order to ensure the minimum conditions for the procurement of works and goods that correspond from a qualitative point of view but also to meet the minimum requirements related to factors such as: resource saving, use of renewable resources, reduction of operating costs
- Inclusion of criteria that take into account the concept of recycling and innovation to ensure the delivery of products, services, works that correspond to the modern European concepts regarding the use of renewable resources, to ensure compliance with cost-benefit criteria, the supply of goods and services that correspond to the existing technological degree at European level, the transfer of good practices and similar experience

ESTIMATED BUDGET: Euro



Specific objective 2: Sustainable local development, sustainable administration

Activity 2.2. The establishment of an advisory council for “smart” solutions with members from different sectors of activity, both public and private			
Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	Civil society, Non-Governmental Organizations, SMEs, "Stefan cel Mare" University of Suceava, decentralized institutions		
Expected results	Reducing the discrepancies between the real needs of citizens and the projects implemented by the Local Public Authority		
	Efficiency of the implementation process of the local administration's investment projects and objectives		
	Avoiding the occurrence of malfunctions, inconsistencies, establishing optimal solutions generally accepted by the Local Public Authority and by the civil society, maintaining a real communication level between local authorities - citizens		
		Period	Sources
Estimates	Set of "smart" performance indicators	2020-2024	Local budget
	Number of projects implemented in accordance with "smart" procedures - indicators	2020-2024	Local budget
	Citizens' level of satisfaction concerning the work of the Local Public Authority	2020-2024	Local budget
<p>In order to avoid any inconsistencies between the requirements, ideas, needs of the civil society and those of the Local Public Authority, it is necessary to develop and implement a public consultation, assessment system of the Local Public Authority, which must mandatorily include the stages of previous consultation during the implementation period after completion of the project.</p> <p>Apart from this action, it is necessary to organize at a local level a consultative council structure, to discuss, transmit, elaborate, evaluate and implement "smart" solutions related to local development projects, in order to implement the concepts of durability and sustainability.</p> <p>This structure will have as members representatives of the civil society, of the business environment, of the university environment, of SMEs</p> <p>Within a meeting schedule established under the rules of operation of this organizational structure at local level, the circumstances will be created for:</p> <ul style="list-style-type: none"> - Discussing the ideas of local development projects in the public environment - Transfer of knowledge, examples of good practices and latest technologies for their 			



inclusion in local development projects

- Providing access to information and facilitating real-time communication between all local community representatives
- Providing the circumstances for the implementation of the "smart" concept and of a durable and sustainable local development
- Evaluating and monitoring the implementation of local development projects, with the possibility of analyzing the dysfunctionalities, identifying the optimal solutions for their remediation
- Conclusion of public-private partnerships for the implementation of local development projects

ESTIMATED BUDGET: Euro

Specific objective 2: Sustainable local development, sustainable administration

Activity 2.3. The establishment of an "eco-innovation" center			
Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	The University of Suceava, the Environmental Protection Agency, non-governmental organizations, the Chamber of Commerce and Industry, SMEs		
Expected results	Providing the necessary framework for discussing, promoting and implementing ideas, innovative activities in any field of activity		
	Establishing procedures, "schemes" to obtain financing for the implementation of ideas developed by the local "eco-innovation" structure		
	<p>Providing the legislative framework at local level, norms including with the consultation of the existing legislation on the territory of Romania - patenting ideas</p> <p>Own budget to support eco-innovation projects - raising funds through public-private partnership projects</p> <p>The introduction of facilities - reduced tax rates, the provision of land in the public domain with 0/modest rent, employing the young graduates of "Stefan cel Mare" University of Suceava brings fiscal facilities from the city hall</p> <p>Promoting eco-innovative ideas at country/European Union level and attracting investments and companies with know-how in the field, willing to increase their business by investing locally</p>		
		Period	Sources
	Number of activities, ideas developed and implemented	2018-2023	Local budget Non-reimbursable



Estimates			funds
	Number of active members of the local "eco-innovation" structure	2018-2023	Local budget Non-reimbursable funds
	Attracted funds, mainly non-reimbursable or private Facilities granted - value, type New norms and legislation implemented locally with direct applicability to eco-innovative ideas	2018-2023	Local budget Non-reimbursable funds

Through this activity, it is proposed to set up a local "eco-innovation" structure to identify, propose, develop and then actively participate in the process of implementing, evaluating and monitoring innovative "smart" ideas which could enable action, projects, prototypes, regulations and procedures in order to improve the local community's living standards, sustainable and durable development, to encourage entrepreneurship, to stimulate the introduction of practical sessions in the educational process, and to support innovative idea providers, especially in the ecological sector with practical application in all areas of activity.

The structure of this "local initiative group" will consist of: academics, teachers, students, specialists from various departments of local the public administration (engineering, economics, judicial), specialists from decentralized units and local institutions (the Environmental Protection Authority, the Chamber of Commerce and Industry Suceava), entrepreneurs, citizens.

A functioning regulation will be developed with regular meetings in an organized framework and also ways of on-line communication between the members of the "eco-innovation" structure will be established

The Local Public Authority will finance the activity of this structure for an indefinite period of time, establishing, in the meantime, the possibility of infusion of funds also from the private sector.

Innovative ideas from various fields of activity will be developed until the feasibility study phase, and then they will be presented to potential sponsors for implementation and subsequent evaluation and monitoring.

In order to ensure the transfer of good practices and experience, specialists within the local public authority will periodically present examples of actions, similar ideas developed and/or implemented in partner cities of the European Union for the domains concerned, highlighting both the benefits, obstacles and the results obtained following their implementation.

One of the components of this structure's activity will be to adopt, as far as possible, "eco-innovative" ideas already implemented at European level, in relation to local realities, possibilities and particularities.

ESTIMATED BUDGET: Euro



Specific objective 2: Sustainable local development, sustainable administration

Activity 2.4. The elaboration of a guide for the “smart” evaluation and monitoring of projects implemented both publicly and locally			
Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	SMEs, the Chamber of Commerce and Industry		
Expected results	Streamlining of the use of public and private funds to meet objectives while reducing project implementation costs		
	Development of the public private partnership at the level of the "smart" concept in order to implement projects for the development of the local community (economic, social, cultural, educational, health)		
		Period	Sources
Estimates	Monitoring and evaluation guide for investments	2018-2020	Local budget
	Number of "smart" indicators according to the domains of application	2018-2020	Local budget
<p>In view of the correct and efficient/real evaluation of public and private investment projects, we propose a framework document (evaluation and monitoring guide) that includes a set of "smart indicators of success" relative to the objectives proposed, providing answers/concrete examples on efficiency and ways of improving the implementation process of local investment projects.</p> <p>The evaluation/monitoring platform will include:</p> <ul style="list-style-type: none"> - Technical and economic indicators frequently obtained in investment projects - Indicators associated with the concept of environmental protection and conservation, energy efficiency, recyclable materials, innovative actions and technologies, air, water, soil quality - Indicators related to the degree of satisfaction or acceptance by the civil society regarding the concrete results arising from the implementation - "Indirect" or "associated" indicators that do not appear directly as a result of project implementation, but are elements to be taken into account when establishing evaluation systems (Example: In the case of replacing a number of classical vehicles with electric ones, as indicator the cost of hospitalization for persons suffering from pulmonary diseases can be used considering that a high level of pollution implicitly causes the occurrence of a number of cases of illness and further the occurrence of additional costs related to the necessary medical assistance) - Indicators related to the degree of replicability of the investment at the level of other local communities 			
ESTIMATED BUDGET: Euro			



Specific objective 2: Sustainable local development, sustainable administration

Activity 2.5. Implementing an education system for the future in the education system - primary and middle school, high school, university: educational institutions with facilities

Action leader	Municipality of Suceava
Type of organization	Local Public Authority
Main partners	School Inspectorate, "Stefan cel Mare" University of Suceava, Non-Governmental Organizations
Expected results	Fluid communication between pupils, teachers and parents

		Period	Sources
Estimates	Number of informed parents - number of system accesses	2018-2022.	County education Inspectorate
	Number of supervised students, safety improvement	2018-2022.	County education Inspectorate



Software School Manager

- Centralized management of all information about students, teachers, activities
- Generating reports and analyzes on didactic activity
- Fluid communication between pupils, teachers and parents
- The parents' online access to the school situation, class attendance, school activities
- Real-time update of information about students, teachers, classes, timetables, evaluations, institutional programs

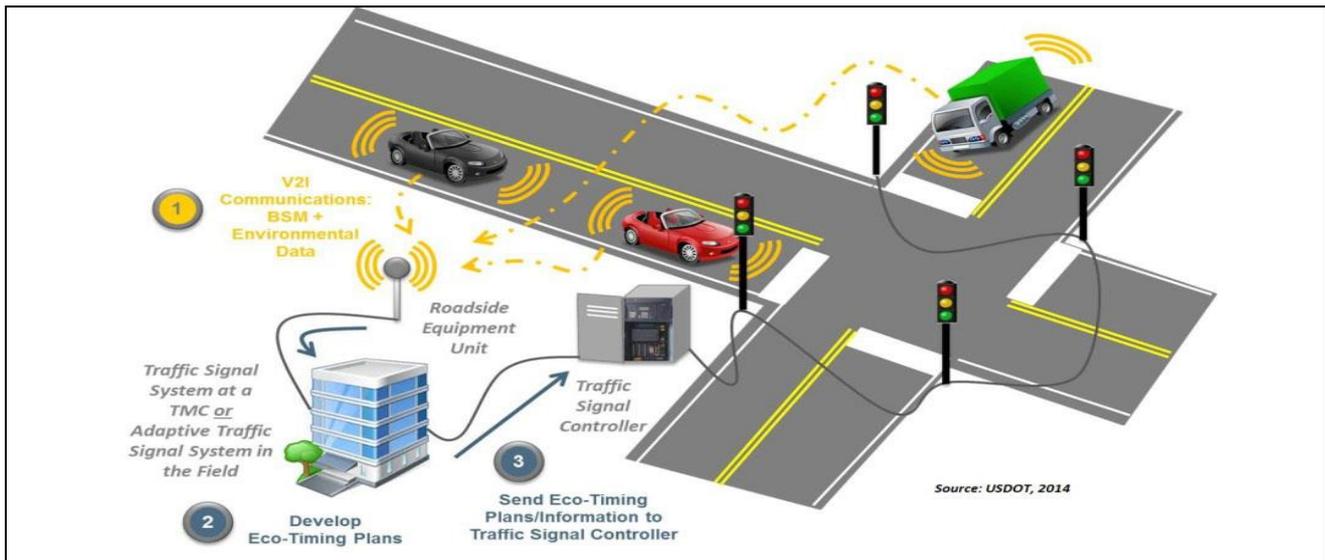
ESTIMATED BUDGET: Euro



Specific objective 2: Sustainable local development, sustainable administration

Activity 2.6 Traffic management			
Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	Consultancy companies in the field of public procurement		
Expected results	Promoting local business		
	Increasing the degree of information among the population		
	Reducing electricity consumption		
		Period	Sources
Estimates	Number of kiosks installed	2018-2022	ERDF, Local Budget
	Number of informed citizens	2018-2022	ERDF, Local Budget
	Increased number of tourists	2018-2022	ERDF, Local Budget
<p>The alert pace of technological development requires major modernization and technological adaptations of existing infrastructures at the level of local communities - streets, utilities, information and communication systems. Local communities must become intelligent habitats so they can truly respond to people's needs.</p> <p>Video traffic surveillance</p> <p>The system uses IP cameras and intelligent video analysis technologies for:</p> <ul style="list-style-type: none"> - Acquiring traffic data: average vehicle speed, travel direction, automatic identification of the number plate - Automatic detection of incidents - Determining the flow of vehicles in intersections <p>Traffic management</p> <p>1. Traffic light solutions</p> <ul style="list-style-type: none"> - Synchronized traffic light systems according to the traffic recorded - With the help of a system of special sensors and controllers, traffic lights are automatically adjusted in intersections in order to streamline traffic 			





2. Monitoring dispatching unit

- all traffic information originating from the video surveillance system is centralized into a dedicated dispatching unit
- from here, all traffic events can be monitored in real time, making it possible for law forces to intervene in case of need

Intelligent public transport systems

- GPS systems and board computer for each means of transportation
- Effective fleet vehicle monitoring to achieve optimization of transport, cost reduction, prevention of fuel theft
- Public means of transportation receive traffic information, possible recommendations to avoid blocked road segments due to accidents or technical failures

Information for travelers

- Electric information panels, mounted in stations, displaying information such as:
 1. Name of the station
 2. Date and time
 3. Temperature
 4. The exact time at which the next means of transportation is to arrive at the station
 5. Complementary information from the city hall
 6. Advertising information
- Smartphone apps with timetables for public transport

Electronic taxation system

- The system is based on RFID cards and dedicated validators installed in the means of transportation

- In the strategic points of the city are to be installed:
 1. Card loading centers with travel documents or passes
 2. Automatic dispensers for the issuance of travel documents
- All operations are supervised from the dispatching unit through the e-ticketing application

Alternative public transport

“Bike-sharing” system

- In the strategic points of the city special bicycle stations are to be installed
- They are connected through a computer network
- Bicycles can be used between stations
- There are various user programs (pass, credit or debit card, RFID tag)



IP video surveillance

The advantages of the IP video systems

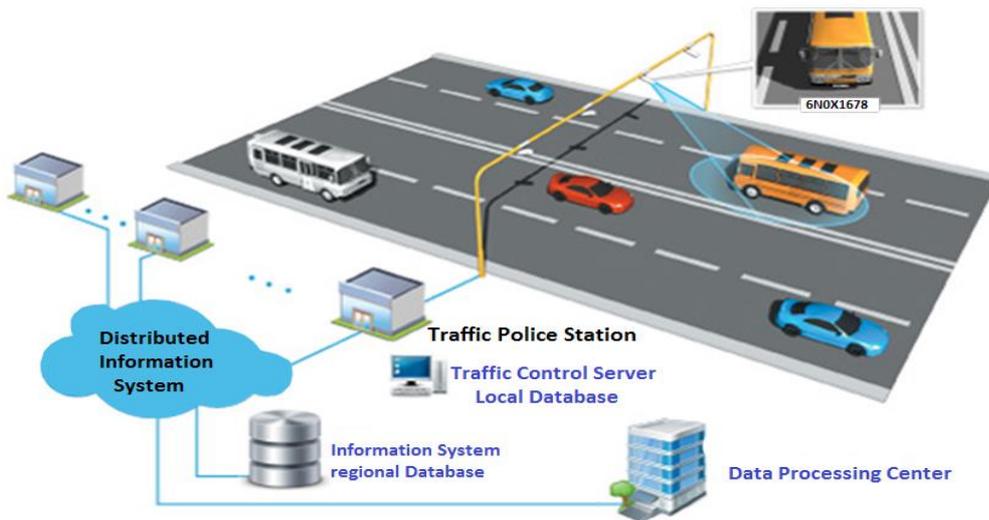
- 24/7 possibility of surveillance, control and recording of images and events from a distance
- Rapid localization of possible threats through video analytics
- Flexibility in system expanding, including through wireless technology
- Increased security level through the possibility to send SMSs or email alerts
- Easy integration of all security systems

Intelligent video analysis

The most important video analysis modules that can be integrated with a surveillance system:

- Detection of burglary attempts
- Analysis of suspect behavior: panic, disorder, people exceeding a time-limit in a perimeter
- Subject-suspect follow-up
- Forgotten, stolen objects
- Counting of people

Alarms and, by default, corresponding images are transmitted in real time to the Police Monitoring Center



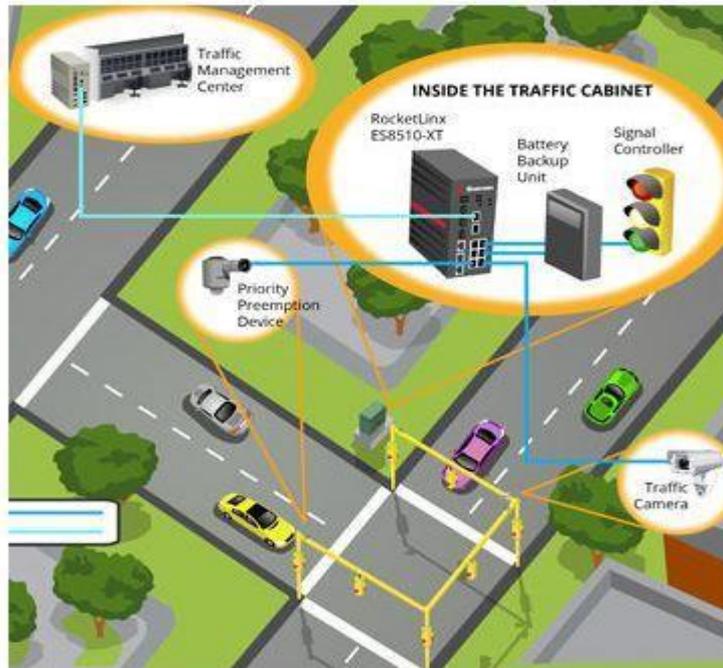
Recognition of number plates - Automatic number plate recognition (A.N.P.R.)

- Process of recognition of number plates by means of video surveillance systems and optical character recognition software
- Useful system for access control within a space or for the easy identification of vehicles involved in various events (illegal parking, accidents)

Control monitoring centers

Benefits

- Monitoring, capturing and analyzing information in real time
- Rapid decision-making and problem solving
- 24/7 functioning
- Optimal centralization of information from multiple sources
- Efficient management of emergency situations
- Reduction of maintenance costs
- Creation of an ergonomic working environment



Parking systems - solutions for modern off-street or on-street parking

1. Parking management systems
 - Entrance/exit terminals
 - Automatic taxation stations
2. Barriers, bollards, blockers
3. Complementary equipment and systems
 - Metering systems
 - Individual parking system (Parking Boy)
4. Modern identification systems
 - Automatic number plate recognition (A.N.P.R.)
 - Radio frequency identification (RFID)
 - Mobile phone access and payment
 - Access based on bar codes
5. Software applications
6. Complex services

On-street parking

Dedicated payment terminals

- They are a source of revenue for the city hall and can help streamline traffic
- They can be a solution to discourage car circulation and to encourage circulation with public transport
- Various payment methods are accepted

Parking payment by means of the mobile phone

- It can be done by SMS or with the help of dedicated apps on the smartphone

Specific objective 2: Sustainable local development, sustainable administration

Activity 2.7. Solar information-advertising systems			
Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	Consultancy companies in the field of public procurement		
Expected results	Promoting local business		
	Increasing the degree of information among the population		
	Reducing electricity consumption		
		Period	Sources
Estimates	Number of kiosks installed	2018-2022	ERDF, Local Budget
	Number of informed citizens	2018-2022	ERDF, Local Budget
	Increased number of tourists	2018-2022	ERDF, Local Budget





Advantages

- Increasing the awareness of the population by placing them in front of important buildings (Hospital, Police, Post Office) in parks, intersections, markets
- Promoting local business
- Rendering information of interest for both tourists and locals: maps, local attractions, traffic, weather, news
- The kiosks are weatherproof and resistant to acts of vandalism
- Multiple customization possibilities
- Options: touchscreen, Wi-Fi hot spot, Bluetooth, IP camera
- The info-kiosks can be integrated with solar panels and can become public charging stations for mobile phones, laptops, tablets
- Wireless hot spots can be installed

ESTIMATED BUDGET :Euro

Specific objective 3: Efficiency of the spending of funds from the local budget

Activity 3.1. The creation of a “road map” guide concerning the steps to be taken in order to transpose an idea, an activity into an implemented project, including the identification of the financing resource

Action leader	Municipality of Suceava
Type of organization	Local Public Authority



Main partners	"Stefan cel Mare" University of Suceava, consultancy companies, SMEs, civil society		
Expected results	Developing a guide for the implementation of ideas, activities at local level		
	Identifying sources of funding, particularly non-reimbursable, for investment projects of the Local Public Authority		
	Increasing the efficiency of using the financial resources of the local budget		
		Period	Sources
Estimates	Guide for the implementation and evaluation of investment projects	2018-2022	Local budget
	Number of implemented projects	2019-2022	ERDF, PCER, EEA, USAID
	The value of identified and accessed non-reimbursable funds	2019-2023	Questionnaires
<p>The current practice in the sector of the Local Public Administration revealed that although there is a large number of ideas and actions on the agenda of local authorities for which technical and economic documentation have been prepared (feasibility study, technical project, endorsement documentation of intervention works), very few of them are implemented mainly because of the lack of necessary funds.</p> <p>It is necessary to adopt measures that will mainly determine the increase of the number of implemented projects and the value of funds (especially non-reimbursable) accessed locally.</p> <p>Actions consist in:</p> <ul style="list-style-type: none"> - developing a guide containing "smart" procedures on the steps to be taken to transform an idea into an implemented project. This guide will include technical, procedural details, necessary information, minimum data to be analyzed, references for departments involved according to project specifics, legislation, framework content for technical and economic documentation, potential sources of funding and programs that can be accessed for implementation - prioritization of projects and their correlation, in terms of topic, implementation period, specificity, objectives and results, depending on the existing or future financing opportunities, including on the natural sequence of their implementation (Example: rehabilitation of the road infrastructure followed by the capitalization of the road infrastructure and traffic streamline) - developing cost-benefit analysis models to determine, as accurately as possible, the relevance of the project, the implementation, the necessary resources - developing methods, monitoring and evaluation systems, including public consultation, in the phase of idea, implementation and then project completion for the exact quantification of the benefits, the results obtained in relation to the resources, the funds used - the inclusion of examples of good practice in the format of projects implemented in European cities in various areas - traffic, infrastructure, education, health, energy efficiency, 			



which can be considered examples of pilot projects that can be replicated under specific conditions generated by local realities, at the level of other local communities

- the inclusion of "smart" indicators in various stages of the process of implementing investment projects - design, tender, execution, evaluation
- prioritization of energy efficiency requirements, impact on the environment and the local community, use of renewable resources/materials in order to quantify, as accurately as possible, the relevance and cost of implementation
- identifying recommended procedures/ideas/technologies to reduce the cost of implementation but also to maintain the investment objectives executed by the local public administration
- describing the local, national and European legislative framework related to the implementation procedures and especially to the possibilities of attracting private sector funds within public sector investment projects.

ESTIMATED BUDGET: Euro

Specific objective 4: Increasing energy efficiency, reducing carbon dioxide emissions to improve quality of life at local level

Activity 4.1. Implementation of measures/projects using alternative technologies, renewable and efficient sources of energy

Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	"Stefan cel Mare" University of Suceava, the Environmental Protection Agency, environmental non-governmental organizations, associations of owners, the Chamber of Commerce and Industry Suceava		
Expected results	Reducing carbon dioxide emissions (by min. 3%) until 2022 across the whole city by applying public, private and residential measures		
	Developing the business environment and creating jobs by diversifying the activity (portfolio) of certain economic operators, especially in the field of alternative technologies and energy efficiency		
	Reducing electricity consumption, using alternative energy sources		
		Period	Sources
	Emissions of carbon dioxide reduced by 3% by 2022	2018-2022.	Local budget, ERDF, EEA, PCER



Estimates	Number of companies specialized in alternative technologies and energy efficiency	2018-2022.	Local budget, private funds
	Number of jobs created Low electric energy consumption (especially quantified for local public authority units)	2018-2022.	Local budget, ERDF, EEA, PCER

In order to achieve the objectives assumed by Romania at the level of 2022, to increase the quality of life and to reduce the negative impact of society on the environment, for the conservation of renewable resources, it is necessary to adopt a set of activities, regulations and implementation of some pilot projects and subsequently to replicate them at the level the private, public, residential, automotive, energy and heat generation and distribution sectors.

The actions proposed are:

- Acquisition of electric vehicles, bicycles, development of charging station networks for electric vehicles and electric bikes, including promotion campaigns, test drives and dissemination of results
- Replacing public lighting units with LED lighting units, with low consumption of electrical energy, low maintenance and high lifespan
- Replacing the lighting units in educational, sanitary units with LED devices
- Thermal rehabilitation of buildings (public, private and residential) in order to reduce the consumption of heat and electricity, including the use of alternative sources of electricity generation (solar panels, photovoltaic panels, soil-water pumps) and the use of "smart" devices for quantifying the control/efficiency of electricity and heat consumption
- Installation of "tele-management" systems for car traffic ("green light" intelligent traffic lights) to reduce traffic congestion, for public lighting (for consumption efficiency and correlation with: summer/winter time, road and pedestrian traffic fluency)
- Developing the system of selective collection and recycling of household, industrial and "office" waste
- Acquisition of hybrid or electric buses for public transport
- Elaboration of the Sustainable Energy Action Plan at the level of public, residential and private sector (for various fields of activity)
- Establishing local regulations on urban planning to promote/support the use of renewable resources and energy efficiency (Example: conditioning the issuance of the Building Permit on the implementation of certain measures to ensure a percentage of the required energy from renewable sources and a percentage of the materials used in order to be recycled)
- Establishing incentives/facilities for natural/legal persons who implement energy efficiency measures in any field of activity

ESTIMATED BUDGET: Euro



Specific objective 4: Increasing energy efficiency, reducing carbon dioxide emissions to improve quality of life at local level

Activity 4.2. Implementing the "smart" concept on local mobility			
Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	the Local Public Administration, the Road Police, the Romanian Road Authority, the Local Public Transport as an entity of the Local Public Authority, the Ministry of Transport		
Expected results	Developing the necessary infrastructure for the use of electric and electric-hybrid vehicles		
	Creating a multi-annual plan for necessary maintenance of the pedestrian/street network with area-based prioritization, complexity and the necessary financial resource		
	Supply - logistics regulation Reorganization of access routes for vehicles with a maximum authorized mass of 3.5 tons		
	Local Action Plan to implement the use of electric vehicles, for private companies including Carrying out public information campaigns to promote the concept of "car pooling" - car sharing Implementing a traffic management system Developing the network of bike tracks for bicycle circulation Bike rental system - bike-sharing Planting green vegetal belts along major road arteries to reduce carbon dioxide emissions from road traffic		
		Period	Sources
Estimates	Number of electric charging stations for electric vehicles and bicycles	2017-2023	Local public administration
	Number of created kilometers of bicycle and pedestrian tracks	2017-2023	Local public administration
	Increasing the green space area per capita Number of informed citizens about the changes in the city - the existence of electric charging stations, bicycle tracks, road traffic management system	2017-2023	Local public administration, Suceava Environmental Agency



A Sustainable Urban Mobility Plan is a strategic plan designed to meet the citizens' and companies' mobility needs in cities and the surroundings to enhance the quality of life. The plan has a profound strategic character, defines priorities, types of actions, provides future scenarios of evolution and identifies the measures necessary to achieve the objectives within the specified deadlines.

Priorities/Objectives:

Promoting carbon emission reduction strategies for all types of territory, particularly for urban areas, including the promotion of sustainable urban mobility plans and relevant measures to mitigate adaptations.

The Sustainable Urban Mobility Plan of Suceava Municipality pursues the following fundamental objectives:

- Availability - the transport and mobility system will facilitate access to destinations where essential activities are carried out for all categories of users
- Economic efficiency - will support the development of economic activities in sustainable development conditions
- Safety - will pursue the reduction of the number of road accident victims
- Environment - will pursue the reduction of the negative impact on environment - emissions of pollutants, greenhouse gases, noise
- Quality of life

Methods of implementation

The Action Plan consists of concrete proposals the implementation of which is expected to lead to the achievement of the objectives proposed in line with the vision of future mobility in Suceava Municipality. These proposals were crystallized within the working groups attended by local stakeholders and during public consultations.

The authority responsible for the implementation of the proposals included in the action plan is the Suceava Municipality.

In the PMDU implementation phase, it will be necessary to develop the technical and economic documentation according to the legislation and the standards in force, respectively the environmental impact analysis.

The proposed actions are grouped into sectoral plans concerning:

- Street network
- Public transport
- Freight transportation
- Alternative means of mobility
- Traffic management
- Areas with high level of complexity



- Inter-modal structure and necessary urban planning operations
- Institutional aspects

ESTIMATED BUDGET: Euro

Specific objective 4: Increasing energy efficiency, reducing carbon dioxide emissions to improve quality of life at local level

Activity 4.3. Implementing "smart" solutions for public services (sanitation, lighting, centralized heating) and housing sector

Action leader	Municipality of Suceava		
Type of organization	Local Public Authority		
Main partners	Local companies providing public services, ACET SA, Thermonet SA, Diasil SRL, private companies active in the supply of equipment and machines domain Environmental Protection Agency		
Expected results	Infrastructure and service development that are active in the "smart" technologies domain		
	Reducing electricity consumption and CO2 emissions		
	Increasing the energy efficiency of public services		
	Reducing the operating and public services costs provided to citizens		
	Local Action Plans for various domains to implement the "smart" concept in public services		
		Period	Sources
Estimates	Number of companies using "smart" technologies in public service activity	2018-2023	Private sector
	Number of jobs created as a result of implementing "smart" technologies	2018-2023	Private sector
	Reducing greenhouse emissions Citizens' level of satisfaction The cost of providing public services	2018-2023	Public surveys carried out by the Environmental Protection Agency of Suceava

In order to increase energy efficiency and the quality of public services provided by companies in the field, to reduce operating and supply costs, to increase recycling and use of alternative sources and technologies, it is necessary to implement a set of measures that ultimately lead to the increase



of quality life in the urban environment and sustainable development.

Thus, in the sector of residential, public and private buildings, the actions to be implemented relate to:

- Thermal rehabilitation, use of alternative sources of energy, heat or domestic water production (photovoltaic panels, heat pumps, high performance ventilation systems with increased level of energy recuperation, temperature sensors, efficient lighting units (LED type), automated-control systems, adjustment and efficiency of thermal and electric energy consumption)
- Use of building materials for construction/rehabilitation works and equipment that ensure a high level of energy efficiency and protection and that have a high percentage of use of recyclable materials in the process of manufacturing (double glazed window systems, insulation systems using recyclable materials (e.g. wood dust, waste from the textile industry), intelligent energy recovery systems from the ventilation, hot water, heating system)
- Installation of sensors, intelligent monitoring, control, information and warning systems for electricity and heat consumption that can adapt and respond in real time (e.g. automated systems for the control of indoor temperature, Home Energy Management Systems)

In the case of the public lighting system, the following activities are highlighted:

- Introduction of LED lighting and tele-management lighting systems that can automatically optimize and control light intensity according to set parameters (hours of light per day, weather conditions, location)
- Automatic lighting control systems (e.g. installation of motion sensors to change the intensity of light depending on traffic in the area of the lighted body)
- Installation of charging stations for electric vehicles, embedded in public lighting pillars in order to reduce the agglomeration effect of the urban public space and to increase the efficiency of public investments

In the field of heat supply and drinking water and sanitation the following are proposed:

- Rehabilitation of heat transmission and distribution networks, rehabilitation, optimization, automation of heat transfer points (between the primary and secondary circuits), the use of heat pumps (water - water), voltaic panels and biomass in the process of thermal energy production
- Systems for heat recovery and reintroduction into the system using: residual domestic water systems, ventilation/air conditioning systems in large commercial spaces, "data center" systems
- Selective collection and recycling of waste, transformation of plant waste into compost, captation of methane gas resulting from ecological landfills of domestic waste

ESTIMATED BUDGET: Euro



8 FINANCING OPPORTUNITY FOR 2014-2020 PERIOD

Horizon 2020 is the European Union's framework program for research and innovation and is the economic tool for ensuring Europe's global competitiveness. Horizon 2020 will be carried out between 2014 and 2020 with a budget of over € 70 billion. Horizon 2020 aims to encourage research and innovation, by strengthening the technological and scientific basis to contribute to the development of the European Research Area where researchers, scientific knowledge and technology move freely.

ERASMUS Plus is the new program of the European Union in the field of education, training, youth and sport. The program starts in 2014, will be operational by 2020, and is part of the multi-annual EU funding framework. The projects will be structured in three key actions as follows: a) learning mobility; b) Cooperation for innovation and good practice; c) Support for policy reform. The budget is € 14.7 billion for all countries during the 2014-2020 period

COSME - the program for enterprise competitiveness and for SMEs. With a budget of € 2.5 billion for the 2014-2020 period, the Enterprise and SMEs Competitiveness Program is a financing instrument that continues, to a large extent, the activities carried out under the current Competitiveness and Innovation Program (CIP).

LIFE - Environment and Climate Program 2014-2020, has a global budget of € 3.2 billion over the entire deployment period for projects managed by both public and private bodies. The program is divided into two sub-programs: Environment and Climate Action

Urban Innovation Action (Urban Development) is a program of studies and pilot projects for new solutions on issues related to the sustainability of urban development. The budget of the program will be € 350 million.

Creative Europe is a financing program of the European Union that will run from 2014 to 2020. The program has a total budget of € 1.46 billion. Creative Europe has 3 sub-programs: Media, Culture and a sectional component dedicated to securing bank credits for cultural and creative sectors and to the cooperation in the field of cultural policies (available as from 2016).

EaSI is a new financing program designed to stimulate employment and social innovation. EaSI (Employment and Social Innovation) will benefit from an allocation of € 920 million for the 2014-2020 period. EaSI integrates and extends the coverage area of three financial instruments: The Employment and Social Solidarity Program (Progress), the European Public Employment Services Network EURES and the European Progress Micro-finance Instrument.



Health for Economic Growth, the third multi-annual EU health action program for 2014-2020 period It helps/supports Member States in: - undertaking the necessary reforms to have innovative and sustainable health systems; - increasing access to better and safer healthcare for citizens; - promoting good citizenship and disease prevention; - protecting citizens against cross-border threats. The budget of the program will be € 446 million

