

# urbano City Coaching

**urban  
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November 2009



## Satu Mare | Romania Coaching Visit | October 2009

Project Check & Recommendations



# Relevant Developments

## I. Developments and achievements since the last meeting of the Local Support Group in April 2009

### I.1 New developments and achievements since Seminar II

Since the last joint seminar and meeting of the Satu Mare Local Support Group, progress has been achieved in various aspects of the task which are listed below as a point of reference for the further debate and planning:

A variety of new projects  
has been started since  
the last meeting

- A programme for the **cleaning of the environment** has been decided by the town council and will be implemented soon.
- A project for **education in the environmental field** – a Romanian / Hungarian cross-boarder programme – has been developed and decided and will now be implemented in schools and kindergartens.
- A **mobile consultancy caravan for unemployed people** in the villages surrounding Satu Mare has started operating – offering new opportunities to activate residents of these villages for training and employment and improving their chances for a [re-]integration of the professional, economic and social life of the city and its surrounding region.
- Many **new courses are offered by the Labour Office** – especially for the Roma-community and also courses for prisoners nine months before they are about to leave prison and for the people in the county who have no qualification and income – so, all of these new support activities targeted at the most excluded and discriminated people and communities on the labour market.
- **Selection points for the collection of garbage** have been established in the city and now offer the chance for a more responsible and eco-friendly treatment of waste.

### I.2 New developments and achievements since Seminar II

In addition, the following new developments and achievements can be taken into account for the further planning:

- The **rehabilitation and equipment of a high school** in the city centre – a project of 3 Mio Euro from the Regional Operational Programme.
- The **Local Development Plan** has been nearly finished – suggesting 9 projects in the city centre as well as the Northern area.

# Current Progress

- The preparation of all documents for forwarding another project that deals with **traffic management for the entire city** have been finished.
- Romanian-Hungarian programme to promote the **local culture** incl. **exchange of experience in the social field** [promoting volunteering] and the special Olympic Games for children with handicaps, involving around 80 children] – also taking into consideration the topic of renewable energy to learn from the Hungarian experience.



## 1.3 Progress in the city centre since Seminar II

In the city centre of Satu Mare, since the last seminar in April 2009 progress has been made in various strategic elements which can all be integrated into the Local Action Plan as the overall orientation and planning framework for an attractive city centre. Elements achieved and realised already include the following recent activities:

- **New flowers** have been planted in the city centre to make it more attractive despite the high traffic load and the lack of maintenance in public space and private housing.
- **Obstacles** have been installed **to keep cars away from the pavements** and make it easier and more attractive for pedestrians to walk around in the city centre of Satu Mare.
- The **refurbishment of the White House** has been achieved - creating a first landmark for an upgraded city centre with highly attractive physical and cultural heritage.
- All necessary preparation work for the refurbishment of the block across the theatre with government money has been completed.

Small steps to make the city  
centre more attractive

## 1.4 Progress in the Northern Area since Seminar II

Also in the second target area, the so-called “Northern Area”, some progress has been made since the last seminar, especially with regard to the following activities implemented and achievements realised:

- Some of the housing blocks have gone through thermal rehabilitation, making them a more attractive element of the local housing stock now - also reducing housing related costs for its tenants.
- The rehabilitation of some parts of the areas's technical infrastructure could be realised, some of the local roads have been improved by the local authorities.

First steps on the way to  
an attractive housing area

- An extension of the religious high school has been realised with local money, creating a nice sports hall, upgrading the school yard and, in this way, contributing to a better school life for the existing pupils and adding a new attraction in the field of social infrastructure to the area.

## 2. Effects of the current economic crisis

Before starting the planning for the next steps and the way ahead in general, the effects of the current world-wide economic crisis on the development of Satu Mare and the potential of the local administration to act and manage change and improvements are discussed and analysed by the Local Support Group as a necessary point of reference for all further planning. This leads to the following observations which need to be taken into account:

- The **closing and/or bankruptcy of some companies** is reported – mainly in the textile sector as well as consumption goods [e.g. Electrolux]
- There is a **reduced consumption** of people as consequence with negative effects on trade and retail.
- Increase of the number of people who receive **unemployment and/or social benefits**.
- Difficulties for people who lost their jobs to pay their **housing related costs** like electricity, gas, etc
- An increase in the number of people who cannot pay their **debts** back to the banks.
- A **decrease of the budget of the local authorities** – especially due to less tax income from the population.

With regard to the planning of next steps and the expected developments in the target areas, the following assessment describes the **important framework conditions** created by the economic crisis:

- Public institutions are not allowed to employ people anymore to save money. This leads to a **further loss of job opportunities** – but also to a **lack of specialists in the public authorities**.
- Some of the projects in the city centre have been stopped or slowed down – like the rehabilitation of Dacia Hotel, the Summer Theatre and the central parking [underground garage] under the central square, mostly because of a **lack of funds amongst the private investors**.

The current economic crisis  
creates additional problems

Reduced potential and  
resources for action

# Current Projects

## 3. Current projects in development or implementation

### 3.1 Projects in the city centre

Currently, the following projects are carried out in the city centre of Satu Mare, making a contribution towards the achievement of the integrated development objectives for this area:

- Improvement and installation of new **public lightning** is carried out.
- A Feasibility Study of the County Council to make a contribution to the **Route of Cultural Monuments** in the county, including two buildings/monuments in Satu Mare, is developed.
- A project for the **separation and collection of garbage in schools** - also as environmental education for children - is implemented.
- A **Centre for Ecological Education** – run by the municipality – will be opening next week in a refurbished historic building, offering a variety of activities and projects, including international exchange and co-operation, e.g. with the Ukraine.
- A contract for the **rehabilitation of the lake in the Rom-garden** has been signed.
- The **rehabilitation of the county library**, a building in private ownership, has been supported.
- A project proposal for the **rehabilitation of the Arts High School** has been completed and submitted to a competition for funding.
- An application for funding for a **new kindergarden** near the Rom-Garden has been successful.
- The **greening of major street crossings** in the entire city has been started.

Successful preparation for  
important next steps

### 3.2 Projects in the Northern Area

In the so-called Northern Area, the following projects are currently implemented or in their final development phase:

- An **extension of the green areas** has been started.
- The **creation of new housing and public green** has been implemented.
- **Public lightning** has been improved.
- The preparation of two project proposals and funding applications to create **two multi-functional centres** has been accomplished.

Recent improvements - at risk  
of being interrupted now

# Vision, Objectives & Projects

## 4. A Vision for the City Centre Development

The overall objective and vision for the City Centre Development that is defined by the members of the Local Support Group, is to make it a **historic area with cultural, educational and commercial attractions**. While most of the necessary attractions are already available, their upgrading and valorising and the creation of the necessary environment for their successful marketing and use still needs to be created.



### 4.1 Operational Objectives for the City Centre Development

As an overall orientation for this complex process, the following operational objectives are defined for the City Centre by the members of the Local Support Group:

- Improve the **cultural life** through different programmes and projects and develop new spaces dedicated to cultural activities.
- Use these strategies also to promote and develop also the **traditional culture**.
- Create strong support structures and projects for the development and valorisation of the **cultural physical heritage** in the city centre.
- Create attractive leisure time areas – e.g. the banks of the river which is so far not an integrated part and attraction of the city centre - and due to its location and separation by traffic difficult to integrate into such a role.
- Develop new infrastructure for education and specialisations in this field.

With regard to these strategic objectives as they have been defined by the Local Support Group the attention is drawn to the fact that in this system the element of **commercial attractiveness** is not yet covered. In order to achieve a successful and sustainable city centre development, it needs to be developed on the level of operational objectives as well as projects and activities – also including diversified shopping opportunities, hotels, restaurants, cafés etc.

### 4.2 Project Proposals for the City Centre Development

In concrete terms, this means for the future development of the city centre, that the following projects have to be included into an Integrated Local Action Plan:

Use the historic heritage and  
provide it with an attractive  
environment

# Vision, Objectives & Projects

- Rehabilitation of valuable physical heritage.
- Developing /upgrading of public parks and interior yards.
- Creation of parking places in the city centre.
- A campus for students' housing and leisure time, especially for those at the Technical University.
- Creating of additional pedestrian areas and green design of these areas.
- Upgrading of the public market.
- Creation of playgrounds for children - for visitors to the city centre as well as for the many families who still live here.
- Creation of a system of bicycle lanes to reduce the pressure of car traffic in the city centre and show Satu Mare as a modern and eco-friendly city.
- Organise and integrate the private sector in order to get an economic development strategy realised and implemented by those private stakeholders who run businesses here and want to make profit in the city centre of Satu Mare also in future.



## 5. A Vision for the Northern Area

The overall objective and vision for the Northern Area, that is defined by the members of the Local Support Group, is to make it an **attractive area for quality housing and a wide mixture of leisure time attractions**.

Attractive housing and  
related facilities

### 5.1 Operational Objectives for the Northern Area

In terms of operational objectives, this clearly means a focus on the following two guiding principles of all future planning and development:

- Improvement of the **quality of life** in this area – especially in the field of housing, housing environment and leisure time opportunities.
- Offering better **public / social services** to support existing and possible future residents of this area.

With regard to the implementation of these objectives, the following **strategic recommendations** are made:

# Vision, Objectives & Projects

- Discuss and clarify the options for the **development of new housing** – especially in models where investors also take over the costs for refurbishments of streets and provision of quality open space and housing environment – even though that might be difficult in the current times of economic crisis.
- For the **leisure time facilities**: Check models and options to realise them in various forms and models of Public-Private-Partnership so that progress can be made in a faster and more visible and intense way than with public resources only.



## 5.2 Project Proposals for the housing part of the Northern Area

With regard to the development of individual projects, the large and multi-functional Northern Area needs to be broken down in sub-units with different functions and therefore opportunities and necessary projects. For the **housing part of the area**, the following activities are suggested as part of an Integrated Local Action Plan:

- Creation of a **shopping mall** in the area in order to complete the quality of the area as an attractive housing and living area, also interesting for future investors.
- Rehabilitation and improvement of the **technical infrastructure** in the area, including parking areas, pavement, public parks etc. – knowing that this might be a long-term task, given the degree and extent of the problems and lack of maintenance and the limited public resources. Therefore, an overall planning needs to be developed and then foreseen with a clear definition of priorities and a ranking for urgency of implementation.
- Refurbishing and upgrading the **Olympia Stadium** in order to create an attractive leisure time facility in the area, not only for local residents, but also to attract visitors from the city and the surrounding region.
- Improving the system of **public transport** to and in the area to make it more attractive as a housing area and also to contribute to a reduction of the traffic overload in the city centre.
- Creation of additional social facilities like a home for elderly people and counselling centres for families to cope with the social problems of the areas' residents and support them in their development towards integrated and successful membership in the urban society of Satu Mare.

With regard to the current development and the options for the next future, it needs to be taken into consideration that the construction of

Use all available space to  
create the necessary facilities  
for attractive living

# Vision, Objectives & Projects

new housing has been stopped due to a lack of funds on the side of private investors.

With regard to the **Cubic Area**, the following activities and projects are suggested:

- Upgrading the **lake** and making it more attractive as a high quality leisure time area for current and future residents of the area as well as - to a limited degree - outside visitors.
- The creation of **additional attractive sports** facilities like golf, tennis fields etc. to attract a more diversified target group of future house owners and tenants in the area.
- **Pavement, save ways, playgrounds, equipment** etc. for the park to bring it up to current standards and make it attractive to a wider group of citizens of the target area and the overall city.
- A **green space** at the other side of the lake - also for concerts to take them out of the city centre and reduce the pressure of activities and traffic on the city centre.
- Plan some **big trees** to fight noise and pollution in the area - also to take birds out of the city centre which are creating nuisance there.

For the **industrial part of the target area**, the following activities and projects are suggested by the members of the Local Support Group, converting it from an old and mostly redundant industrial area into an attractive part of a modern housing area:

- Develop a **facility for cart races**.
- Create a large and attractive **activity and sports hall**.
- Create a **public swimming pool**.
- Attract additional **investment**.

As it might be difficult in the current times of economic crisis to attract the necessary private investment, the short-term objective for this area might only be to **safeguard it as a resource** – make sure that no new industrial functions are realised here and that it remains dedicated to sports and leisure time activities and facilities until investment in that direction can be done – either by the public sector or the private sector or through PPP-models.

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The Cubic Area offers  
resources for quality leisure  
time facilities

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The redundant industrial  
area as space for  
large scale sports facilities

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# Strategic Recommendations

## 6. The Way Ahead: Strategic Recommendations

For the next phase on the way towards an Integrated Local Action Plan for the 2 target areas of Satu Mare, there are important process related tasks to be carried out.

With regard to the creation of a comprehensive Local Partnership and the establishment of a culture of co-operation, clear and significant progress has been made during the development phase so far. But, it needs to be said that now, as projects are to be developed and their implementation and financing needs to be planned, the platform for support and co-operation needs to be widened in a targeted effort in order to foresee the process with the basis, back-up and input it needs to be successful and sustainable.

In detail, this means the following steps that need to be undertaken - or at least prepared, so that they can be realised during the next Coaching Visit early in spring 2010:

### 6.1 Provide the process with the necessary support

The Local Support Group, so far, is mainly composed of various public departments and authorities. This is a major success as for them mutual information and co-operation, combining resources to create synergies, is a very new element of their work which has - already at this early stage in the process, created a clear added value for the use of public resources and an integrated urban development in Satu Mare.

For the next phase, it is essential to include a much wider "world" of stakeholders and key players into this joint planning and implementation process. In order to limit the Local Support Group to a manageable size, it is recommended that for this phase sub-structures with members of similar interest are created which can operate separately and which send only 1 or 2 members each into the Local Support Group. This refers to the following interest groups that need to be organised and included in the process as active partners and supporters:

- **Economic Forum** – especially relevant for the city centre development, including hotel owners, shop-keepers, managers from local enterprises etc.
- **Social Forum** – of equal importance for both target areas, including social institutions, non-profit associations etc.
- **Housing Forum** – again, of equal importance for both target areas, as also the city centre has clear housing functions, including owners, of houses and flats, owner associations, tenants associations etc.



Include the necessary stakeholders and create sub-structures for efficiency



# Strategic Recommendations

- **Community Forum** – in order to gradually build up a culture of real citizens' participation, if necessary divided into sub-structures for various target groups, enabling them to contribute qualified feedback, input and support to the process.
- **Planning & Design Forum** – involving representatives from the local and county authorities as well as private architects, designers etc - in order to provide the development, especially of the city centre, with a high quality design code for all future activities and construction works.



In terms of practical implementation of these plans, it could be an option to identify with a broad consultation as many potential members of these groups as possible, develop and invitation and get them all organised for small initial workshops - possible during the next visit of the External Expert who might then chair these initial meetings, check the motivation and pre-conditions for co-operation amongst all new partners and develop on that basis a strategic proposal for future organisation and co-operation after the next Coaching Visit.

In order to make all of this possible, it is for now equally important to organise financial resources for additional members of staff or free lancers to run and manage the process and these forums once they are established.

## 6.2 Time Planning and Process Design

As this process is getting more and more complex now, it might be helpful to undertake - in distant co-operation with the Lead Expert, some **more detailed project and process planning** now, including the following steps and elements:

- **List all necessary steps** to be undertaken from now until the successful completion of a Local Action Plan and its submission to the Managing Authority.
- Develop a **time and process planning** for this way - including a meeting schedule for all Forums and for the central Local Support Group for 2010.
- Nominate a well-known and respected person from Satu Mare to be the **President of the Local Support Group** and the chair of the overall process.
- Design a **Partnership Declaration** to be signed by all members and then distribute it to all members in a frame to put it up in their offices and show their pride of being part of this innovative European process taking place in Satu Mare.

The process now needs a  
detailed planning and a  
marketing strategy

# Strategic Recommendations

- Develop a **CI for the project** as an umbrella and point of reference for all participants and activities, including a logo, a slogan, a flyer and some advertising material in poster format which can always be adapted to individual events and invitations.
- Check the possibility to create **sponsorship** for such a well-marketed initiative: Find out if private sponsors [local banks, companies etc.] want to be seen as part of this innovation and make contributions in cash or in kind to the project related management and marketing.
- All initial contacts and invitations to the first forum meetings should be done directly by **the Mayor of Satu Mare** to demonstrate the importance of the process.



David R. Froessler | Satu Mare City Coach

Duesseldorf | November 2009

## Programme

Monday, 19 October 2009



9.00h: Introduction regarding the programme and objectives of the workshop

David R. Froessler, Lead Expert of the RegGov Network

9.15h: Characteristics of a local action plan, steps needed to be undertaken for developing a local action plan (procedure, content, actors)

David R. Froessler, Lead Expert of the RegGov network

10.30h: Coffee break

10.45h: Characteristics of a local action plan, steps needed to be undertaken for developing a local action plan (procedure, content, actors)

David R. Froessler, Lead Expert of the RegGov network

12.00h: Lunch break

13.00h: Workshop on thematic groups:  
Development of concrete projects for the target area that will be included in the local action plan

Team work

14.15: Coffee break

14.30h: Workshop on thematic groups:  
Development of concrete projects for the target area that will be included in the local action plan

Team work

15.30h: End of the first day of the workshop

# Programme

Tuesday, 20 October 2009

9.00h: Introduction regarding the objectives for the second day of the workshop

David R. Froessler, Lead Expert of the RegGov network



9.15h: Presentation by each thematic group of the projects for the target area that will be included in the local action plan

Moderated plenary session

10.30h: Coffee break

10.45h: Presentation by each thematic group of the projects for the target area that will be included in the local action plan

Moderated plenary session

11.30h: Recap and agreement on the next steps that need to be undertaken

12.00h: End of the workshop

## Participants



1. Andrea Koncz | Head of office for internationally financed projects
2. Luminita Coszma | Civil Servant | City of Satu Mare
3. Adrian Vascan | Civil Servant | City of Satu Mare
4. Toader Dan Stincel | Civil Servant | City of Satu Mare
5. Zsolt Hajdu | Civil Servant | City of Satu Mare
6. Peter Levente Szosc | Civil Servant | City of Satu Mare
7. Ionica Pop | Regional Development Agency
8. Elisabeta Bekessy | Agency for Environmental Protection
9. Andrea Sveda | City of Satu Mare | Social Welfare Department
10. Doina Iura | Director of Workforce Agency Satu Mare
11. Aliz Pallai Umhauser | Housing Manager
12. Nicoleta Lasan | City of Satu Mare | RegGov Local Co-ordinator
13. Crina Luca | City of Satu Mare | RegGov Financial Assistant
14. Covaci Gheorghe | County Administration | Consultant of the Head of the County Administration
15. Mihaela Culcean | City of Satu Mare | Office for internationally financed projects
16. Thomas Gorm-Peterson | Consultant | u r b a n o | Urban Research & Consultancy
17. David R. Froessler | RegGov-Network | Lead Expert

## u r b a n o City Coaching

Satu Mare | Romania

Coaching Visit | October 2009

Assessment & Recommendations

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