



Strategical Approach for the Valuation of Potential at the County Level (County of Cluj Case)

¹Mihaela Vrabet, ²Corina Popșe

¹Technical University, ² SC. Experiment Proiect SRL, Cluj-Napoca
Romania



Abstract

In the context of the present social-economic changes, of the diverse pressures in a continuous dynamic, typical for the transition period, at the level of localities' network, the need of major changes is more and more acute. The changes are required at the levels of economic activities structuring, of the economic planning approaches, of the adapting process to the market requirements.

These major changes involve specific activities that require responsibilities at territorial level of institutional network, the budget structuring, the co-operation among sectoral regional and national policies, taking in account the following aspects:

- the difficulties that localities are facing in the transitional context;
- the lack of a correct and complete inventory of the local resources;
- the continuous degradation of the local physical and natural environments;
- the efforts of regional and local levels of relevant factors (legal or spontaneous) need directions (strategies, sectoral policies, steps in implementation etc), criteria (priorities, variants), specific frame for implementation, monitoring, evaluation, feed-backs.

In above mentioned conditions, the County Council of Cluj prepared the theme regarding scenarios to use the county potential in the domains of natural, cultural, economic resources and environmental protection.

I. General Context

Many of the pressures that take action at the level of the county territory are the result of the national context (East-European); these pressures are faced by the localities more or less, according to the abilities and the control level that the responsible institutional network is able to have. A part of the pressures are due to the international context and they are more powerful than before 1989, because Romania is running the integration process, that means on its territory are working the market-economy rules, the globalization ones, like in the rest of Europe.

Some of the specific features have to be mentioned:

1. the globalization process that involves the market-economy expanding, the work market, the information and the communication technologies, the environmental problems:

a. market economy – Romania is in the integration process and a very important part of it is the market-economy integration.

b. work market – more and more the diversifying process of the economic activities asks appropriate attitude from the labour force, asks specific and diverse education, flexibility in facing changes of the work market demands.

c. information – the adequate access to the information is basic in the dynamic market economy context, in order to provide to different users, the appropriate information, up to their needs.

d. communication – the changing socio-economic context, the dynamic of market demands, produce also dynamic changes in the communication technologies, that is translated into specific speed, equipment's, networks and specialists.

e. environmental problems – are specially globalizes, by their specific. The resources consuming, the pollution, the industrial and household waste lead to the social and economic consequences that are not precisely localized and take action by divers influences in the territory. In this context can be related the natural and the built environment as parts of the localities network reality, both of them influenced by the socio-economic changes.

2. changes in the transports technologies produce many changes at the levels of infrastructures networks, exigencies regarding the transport stations in the network and the level of comfort, type of vehicles, type of products packaging etc.

3. international pressures are present by the needs of information and by the provision with information, by the globalization of the market-economy, and by the environmental protection measures and sustainable development approach.

4. The continuous urbanization process influences the territorial level:

a. being a component of the population mobility in the county;

b. asking the improvement of the living conditions in the rural areas;

c. being a source for creativity and inovativity;

d. being a source for uncontrolled pollution processes.

5. The transitional process is taking action by specific pressures in the social, economic and political sectors.

II. Resources potential - definition

1. The resources can be grouped in:

a. Materials resources that could be seen as the total amount of physical resources, both the natural ones and that man made.

b. Human resources are the work used for a specific product or service that can be sold.

c. Markets are the places where the demand for a specific product or service is working.

d. Management resources are a special type of equity. A good manager is a professional who is able to combine material resources, money, personnel for produce and sell successfully a specific product.

e. Financial resources represent the finances directly involved in setting-up and operationalization of a proposed project.

2. The valuation of the resources means a process of matching demand and offert, and asks a specific frame:

a. legislative context for making possible the approach;

b. social-economic context, flexible and creative, in favor of the development;

c. institutional context that provides the main parts of the organizational frame, and is able to use legal instruments;

d. specific instruments for implementing measures in order to make resources valuable in a specific context.

3. The resources are translated into potential if there is demand in the market for products and services that are using the resources and make them valuable by specific activities. The potential is reflecting the valuation possibilities for the territorial resources, that the social-economic context provides at a moment, for the development of that territory. The territorial possibilities to make valuable its resources, in a specific context.

4. The main objectives of the resources valuation are:

a. The balanced socio-economic development;

b. The increasing quality of life;

c. The responsible management of natural resources and the environment protection;

d. The rational use of the territory.

(The Recommendation no. R(84)2, The Ministries' Committee of the Members States, regarding The European Chart for Territorial Planning)

5. At the local level the communities are facing demands that integration and globalization are asking to the localities:

a. diverse economic base;

b. educated human capital;

c. education for developed and flexible labour force;

d. development of research domain;

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- e. life quality that includes development of culture and good local environment;
 - f. good accessibility from all points of view; institutional capacity building.
- (I. Parkinson - 1992)

III. Regional context

At the regional level, the county resources inventory is the base for exploring and structuring the county potential.

Taking in account the main resources in order to obtain specific results, there are few aspects to be highlighted:

- a. the human resources are the most dynamic, active and adaptable to the changing context;
- b. human resources are those who make available and active the management and the markets

resources;

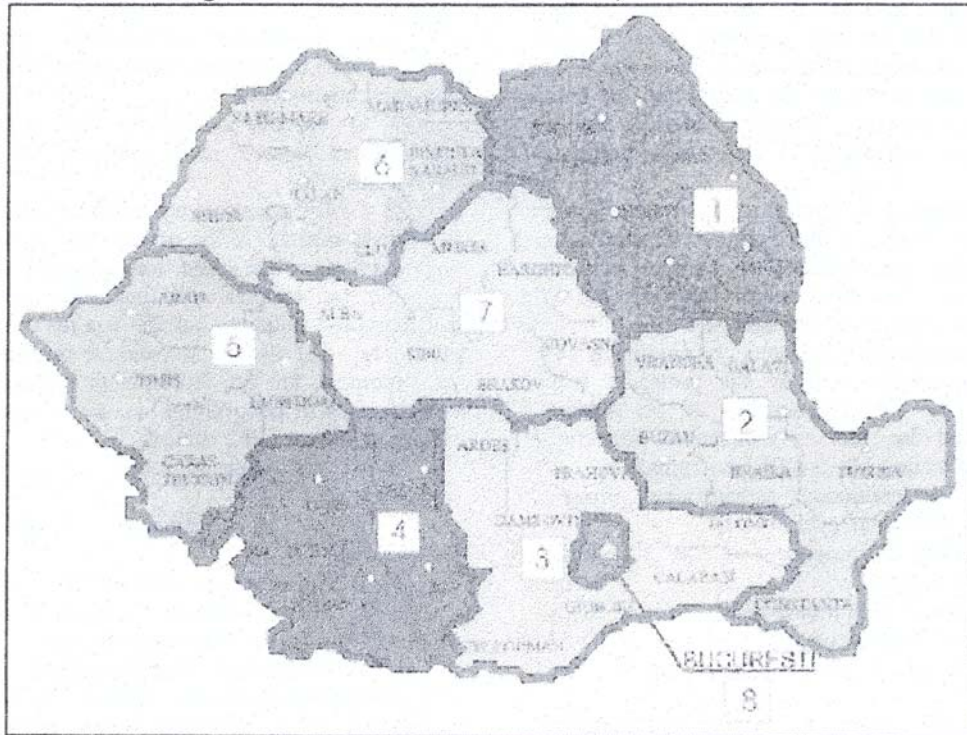
c. in the scheme below, the institutions and their instruments (ways to act) are the joint between resources and outputs.

The county of Cluj has as main features that can contribute to the valuation of regional potential (Fig.1):

- a. a good geographical position in the regional (center of Transylvania), national (almost center of the country) and international contexts (good linkages with Europe and also with the Eastern), located at the north-south and east-west cross roads;

b. County area = 6 674 km² (2.8% of total amount of Romania);

c. population (1st July, 1995): 727,656 inhabitants (3.21% of total population of Romania); urban population = 449,031; rural population = 228,625 inhabitants; population density = 109 in./km²;



Legend

1. NorthEast; 2. SouthEast; 3. South; 4. SouthWest; 5. West; 6. NorthWest; 7. Center; 8. Bucharest (including Ilfov County).

Figure 1. Regions of development (proposals).

4. localities' structure: 4 municipium, 2 cities, 73 communes (416 villages);

5. an advantageous range of natural geographical forms (mountains, plateau, field);

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6. the localities' network in their main part, are characterized by:

- a. good quality of the built stock;
- b. good enough distribution of the infrastructure and territorial equipment;
- c. various natural resources;

7. good accessibility for the majority of the localities, excepting the Apuseni Mountains area;

8. institutional network for education of labour force;

9. human capital;

10. diversity of cultures;

11. the environment protection is supported by legislation, institutions and diverse organizations;

12. the county roles and activities: economic, administrative, educational, cultural, health;

13. the diversity of the economic base;

14. regional and local ambitious administrations;

15. rich, diverse and active relationship at the territorial, national and international levels.

IV. Strategical approach

The process is focused on finding ways to make valuable diverse resources at the county level. The study follows the next steps:

1. Identifying the involved and interested factors (institutions, organizations, groups of interests, programmes etc.) in the valuation of the potential, at different levels:
 - 1.1. national;
 - 1.2. regional (development region no.6);
 - 1.3. local.
2. Structuring data:
 - 2.1. data about resources / inventory in the following domains:
 - a. physic-geographic;
 - b. demographic;
 - c. economic;
 - d. quality of life;
 - e. environment quality.
 - 2.2. strategical options:
 - a. sustainable development;
 - b. sustainable communities environment;
 - c. diversifying economic activities;
 - d. improving the quality of life (housing, culture and public services);
 - e. improving the capacity of local responsible factors.

3. Processing data and data analysis according the target of resources' valuation;

4. S(threngths)W(eaknesses)O(pportunities) T(hreats) analysis – in relation to the possibilities to make valuable the resources:

- 4.1. physic-geographic:
 - a. preserved areas, natural monuments;
 - b. multiple resources;
 - c. natural risks;
 - d. poor in water resources;
- 4.2. demographic:
 - a. urban demographical polarizing;
 - b. good natality;
 - c. rural demographic decline;
 - d. ageing of rural population.
- 4.3. economic:
 - a. touristic attractiveness;
 - b. insufficient valuation of natural, architectural and historical monuments;
 - c. orientation to the 2nd and 3rd economic activities' sectors;
 - d. educated labour force.
- 4.4. quality of life:
 - a. good enough equipment's (water provision, natural gas provision);
 - b. good housing stock (materials, utilities, areas' standards) in urban areas and in the main part of the rural localities;
 - c. diversity of public services in urban areas; good accessibility for the development axis of its and kind ranks.
- 4.5. environment:
 - a. industrial pollution;
 - b. degraded soils;
 - c. water and forest pollution.

5. Structuring diagnosis and strategical directions;

6. Setting-up the strategy;
7. Scenario identification.

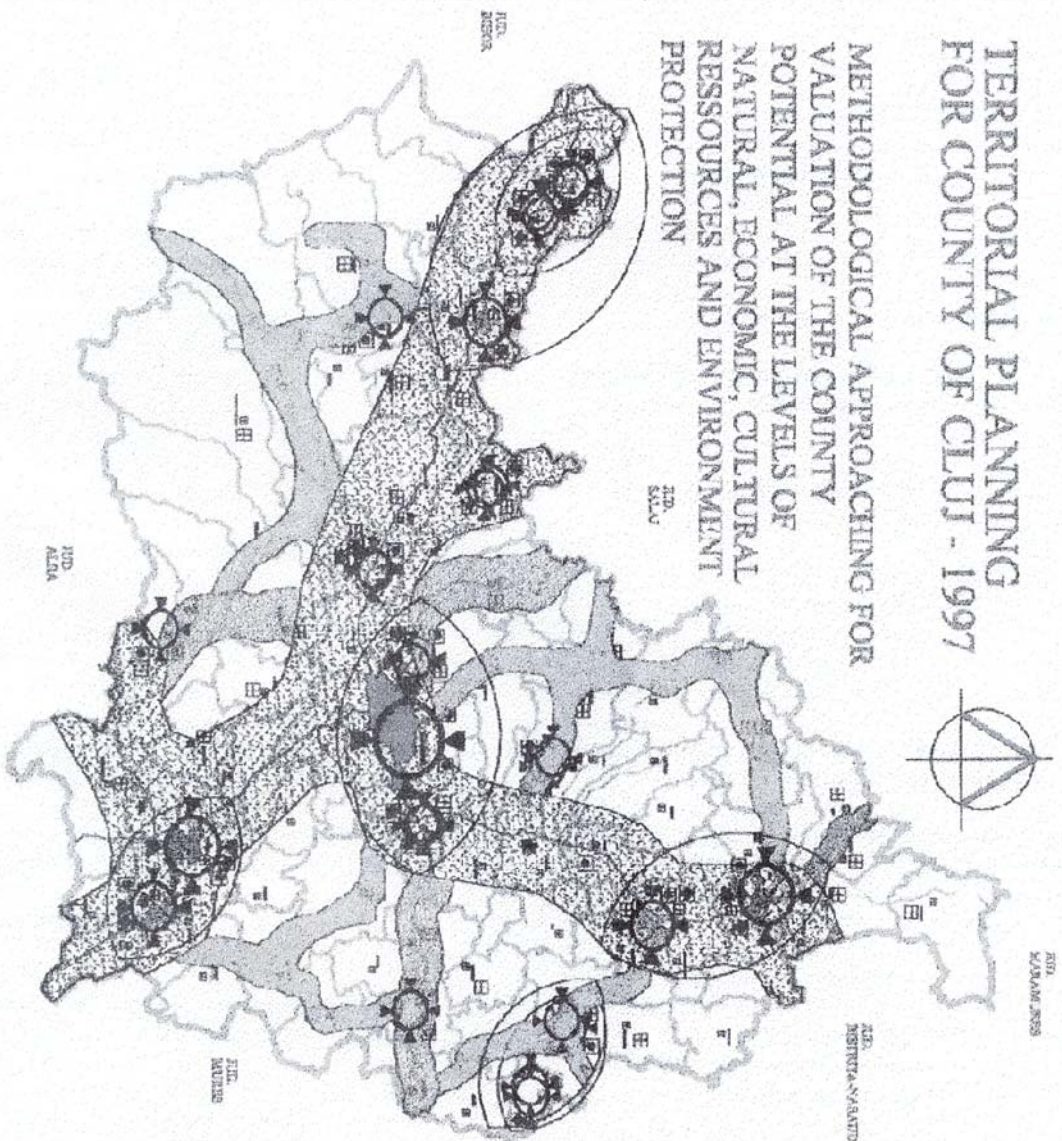
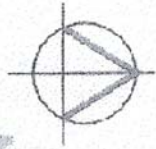
V. Variant of zoning the county of Cluj for implementing development strategies

1. Proposal for zoning the county territory (Fig. 2):

- a. Someș area;
- b. Arieș area;
- c. Criș area;
- d. Apuseni Mountains area;
- e. Transilvania Field area;
- f. Someș Plateau area.

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VALUATION OF THE COUNTY
POTENTIAL AT THE LEVELS OF
NATURAL, ECONOMIC, CULTURAL
RESSOURCES AND ENVIRONMENT
PROTECTION



LEGEND

- 1. Development Axis and Centres
- 2. I-st rank development axis (oult env. / natural env. > 1);
- 3. II-rd rank development axis (oult env. / natural env. = 1);
- 4. III-rd rank development axis (oult env. / natural env. < 1);
- 5. Polarizing centre for the diverse economic activities
- 6. Urban multicentric systems
- 7. County Administrative Limits
- 8. Zone Limits
- 9. Administrative Limits for Municipium, City, Comune
- 10. 2. County Zoning
- 11. a. Some Axis Zons
- 12. b. Artes Axis Zone
- 13. c. Cirs Axis Zone
- 14. d. Apusenii Mountains Zone
- 15. e. Campia Transilvaniei Zone
- 16. f. Plateau Someşan Zone

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2. The study structures its proposal on specific development axis ranked upon the level of urbanization (Fig.2):

- a. I-rst rank development axis (built env. / natural env. >1);
 - b. II-nd rank development axis (built env. / natural env. =1);
 - c. III-rd rank development axis (built env. / natural env. <1).
3. The main domains that the theme asks are:
- a. economic;
 - b. culture;
 - c. physic-geographic;
 - d. environmental protection.

VI. Principles for the strategies development

The main guiding principles in structuring the strategies are:

1. feasibility of the implementation process;
2. priority in the problems solving when the specific situation involves aspects like:
 - a. clear objectives in terms of results, time, responsible factors, needed resources etc.;
 - b. setting-up partnerships;
 - c. low and medium investments;
 - d. participation of private sector;
 - e. interinstitutional co-operation and involvement;
 - f. community participation;
 - g. positive environmental impact.
3. sectoral integration of the different policies composing the strategy;
4. flexibility and co-operation among relevant factors, instruments, investments, by using the strategical and operational planning;
5. balancing the economical development with the identity and the environment protection (sustainable development);
6. the involvement the community in the process of strategies' structuring, implementing and monitoring;
7. the involvement of education (information, knowledge and skills) in the multiple valuation of the regional/ local potential;
8. top-down and bottom-up approaches in terms of guiding lines (national, regional and local strategies and policies) and checking activities.

VII. Rehabilitation strategies for localities – components (sectorial policies)

On the short and medium run, the strategy for making valuable the county resources is oriented

in the rehabilitation of the quality of life in the localities' network.

The following levels are to be taken in consideration:

1. the relevant relationship for the development of the of the disabled localities and for the balanced development of the other ones;
2. the internationalization of the county relationship, in order to integrated the county system in the frame of European demands, exigencies and advantages;
3. the diversifying process of the economic base in the county localities for a more flexible and creative use of the resources;
4. the co-operation among different levels of the relevant factors interested in the efficient use of the resources: national, regional, county and local;
5. the active involvement public, private sectors and the community in the economic development;
6. the use of high technologies as a measure of European integration process;
7. the land use development;
8. the housing quality (physical and moral parameters) adapting;
9. the necessity for the built environment rehabilitation and specific objectives related to this sector;
10. the improvement of infrastructures and public services for the integration in the European standards;
11. the improvement and diversifying of the educational activities regarding the aspects of a good educated labour force, the institutional capacity building (market and performance oriented), an adequate, active and attractive social environment, the appropriate management of the resources, the natural environment protection;
12. the enhancing of the competition among localities for strengthening the abilities to make use of the local potential;
13. the better management of cultural and historical identity for the better use of the specific resources;
14. the development of the local specific in its components: communities, traditions, traditional trades, religions, specific cookery, customs etc.;
15. the use of local image and prestige for marketing the zonal and local potential;
16. the structuring of specific financial policies for the levels mentioned;
17. resources: different ways, instruments, techniques for use, develop and make efficient the county/ local potential;
18. specific programs for supporting (decisional and financially) decentralization process;

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19. the environmental protection (resources management, local environment, market reasons).

The above mentioned levels could be structured in policies in the domains of:

- a. economic development;
- b. public services development and diversifying;
- c. environment protection (both physical and natural), including the institutional and financial aspects, and also the co-ordination with the other policies.

VIII. Strategical options

The main three strategical options are structured taking in account the principles mentioned above, and are based on the human resources involvement, that means, asks specific building capacity at the individual, organizational and institutional levels.

1. The strengthening and development of roles (leadership and partnership) of the Regional / Local Administration regarding the setting - up the strategies, policies and actions for local development (Fig.3):

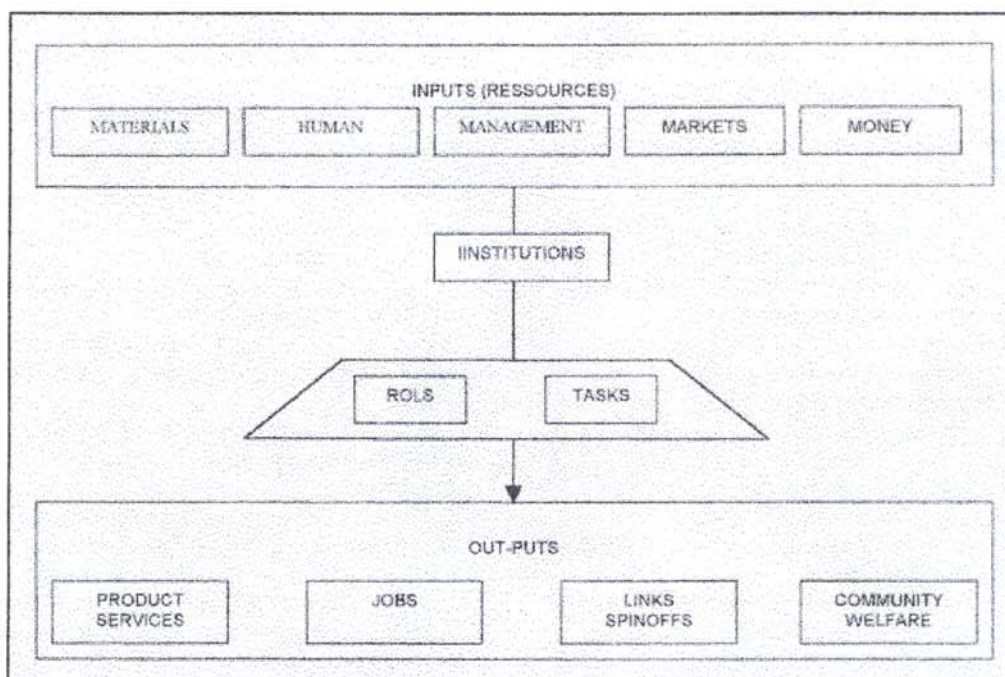


Figure 3. Scheme Morisson D. Economic development, a strategic approach for local Government.

- a. appropriate services and utilities;
 - b. providing appropriate local regulations;
 - c. development planning and co-ordination;
 - d. economic diversity;
 - e. providing the diversity of jobs;
 - f. community welfare.
2. The development of specific educational programs for multiple valuation of the local potential;
 3. The setting-up of the Local Agenda 21 as process stimulating the community participation.

IX. Instruments

1. Regional instruments for implementing policies:
 - 1.1. adequate infrastructures;
 - 1.2. control of crowded area location;
 - 1.3. relocation of economic activities according to the adequate use of the resources;
 - 1.4. setting-up regulations for development limitation;
 - 1.5. financial incentives for enterprises.
2. Local instruments:
 - 2.1. land use development;
 - 2.2. financial incentives for local and external investors;
 - 2.3. good human capital development;
 - 2.4. research and education development;

- 2.5. public services of good quality;
- 2.6. infrastructure and equipment's.

X. Conclusions

1. The guiding line of the study is, that starting from the resources inventory to find ways and factors in order to make valuable the resources in a market-economy and transition period contexts.

2. The most important roles are played by the relevant actors able to make from resources a real potential for the county. In this context, the information, the knowledge and the skills are essential; the education as support for continuous capacity building and the research for finding creative and flexible solutions for valiating resources, are the main orientation to be built by the responsible factors.

3. The results of the educational and institutional approach will be relevant just in medium and long terms, but this process builds on the civil society, strengths the institutional networks, makes active relationship, catalyzes the creativity of interested factors (in territorial development), supports the decentralization of decision-making and of policies' implementation.

4. The approach of human resources affords the continuous training for improving capacity of this type of resources at different levels of action, for the better use of the other types, valuating them according to the opportunities and to the specific context.

5. In the process, the interested actors will be trained and experienced in the territorial development, by concrete management activities for development.

6. The strategies and the related sectoral policies will have to deal with contradictory aspects like:

- a. social – economic approaches in the process of development;
- b. rehabilitation – development;
- c. natural - built environment;
- d. physical planning - strategical planning;
- e. public - private interests;
- f. leadership – partnership roles of Local Administration;
- g. national legislation - local regulations;

h. national - local budgets.

7. The study has some contextual limitations such as:

7.1 data collection:

- a. lack of data;
- b. bureaucracy;
- c. lack of legislation regarding providing

data;

7.2. approaching:

- a. difficulties in coordination of the existing sectoral situations.

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