

CUPA IMPLEMENTATION LAB

Poiana Braşov

26-28 NOVEMBER 2014



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Preface

In the framework of the CUPA programme, the seventh Implementation Lab Workshop was held on Wednesday 26th of November till Friday 28th of November in Poiana Braşov, Romania.

Poiana Braşov is the seventh in a series of workshops in the programme called Cooperative Urban Planning Approaches (CUPA). As part of the Co-operative Urban Planning Approaches (CUPA) programme, partner cities organize a series of workshop sessions to discuss specific urban planning problems. This workshop intends to provide participants with an opportunity to analyze these problems in a structured manner and develop appropriate solutions. The methodology and structure to be used is derived from the INTERREG IIIc project MILUnet (Multifunctional and Intensive Land Use network).

The CUPA programme is initiated by the Municipal Department 21 District Planning and Land Use and the Municipal Department 27 EU Strategy and Economic Development of the City of Vienna. These two Municipal Departments worked closely with the TINA VIENNA Urban Technologies and Strategies GmbH and have embedded this initiative in the City Network DonauHanse to the aims of which it also intends to contribute. In terms of the strategy for sharing Vienna's Urban Technologies with other cities, this programme covers the domain of city development and planning.

The project will be well publicized, thus providing wide knowledge of the project in cities and countries facing similar problems and showcasing technical expertise and know-how.

Workshop partner cities:

- 0 Vienna, Austria
- 1 Bratislava, Slovakia
- 2 Lviv, Ukraine
- 3 Krakow, Poland
- 4 Novi Sad, Serbia
- 5 Odessa, Ukraine
- 6 Zagreb Croatia
- 7 Braşov Romania

To create comparability and develop a common body of knowledge, the workshop follows a standardized structure. Each workshop lasts 3 days and has approximately 25 participants. The participants include in principle 1-2 experts from each of the cities participating in the project and 50% local experts from the city in which the workshop is being held.

In preparing the workshop, the hosting organization compiles a study case dossier of the specific problem area to be discussed and distributes this information (as well as additional supporting documentation) to the other participants in advance. The International Intervision Institute is invited to assist the Viennese initiating departments with the organisation, facilitation and reporting of the Implementation Lab's results, drawing on the expertise that was developed in the EU Interreg IIIc project MILUnet.



Typical Workshop Agenda

Day 1: Site visit, lecture(s) from expert(s) on topics relevant to the issue being discussed in the workshop (e.g. best practices, bad practices, basic themes, etc.)

Day 2: Implementation Labs (IL): these consist of 2- 4 small groups with 5 - 10 persons per group. The small groups will exchange observations and suggestions in terms of: identity, connections, critical mass, marketing, human scale, promotion and marketing, process. Each group will be led by a facilitator who will be responsible for moderating the discussion and keeping it on track.

Each working group will consider the problems in terms of the workshop objectives and then will formulate suggestions for improvement. During the day, these suggestions will be clustered and refined by the group and linked to suggestions developed by the other groups. This process will lead to the formation of a well-focused set of tasks to work on in the last round.

Day 3: On the third day the groups will develop recommendations for local decision-makers based on the tasks identified in Day 2 and prepare a summary presentation of these recommendations. The summary presentation will outline the workshop recommendations and be targeted to decision-makers. Local media (e.g. newspapers, television) will be invited to attend the summary presentation.

1 Introduction

First impressions of a preparatory visit 3 - 4 September 2014



A short preparatory visit was made to Braşov and the mountainous area Poiana Braşov dedicated to out-door and mostly winter ski activities.

The initiative is taken by the Regional Centre Competitiveness and Training EUSDR “Danubian Green House” Casa Verde a Dunării to invite the core members of the CUPA programme, Volkmar Pamer of the Planning Department of Vienna, Vincent Neumayer of Tina Vienna and Huibert Haccoû of the International Intervention Institute, to organize an Implementation Lab on the issues that especially the Poiana Braşov area faces and help identifying development strategies for the tourist sector for the resort.



The CUPA team was cordially welcomed by the president and vice presidents of the Casa Verde a DUNĂRII Foundation, respectively: Ovidiu Slimac, Constantin Grosu and Sorin Peligrad, as well as by Mr. Cristian Macedonschi, City Councilor of Braşov and President of the Association for the Touristic Development of Braşov and Mr. Ciprian B. Visan business development consultant collaborating with the Casa Verde. The representatives of the Braşov Metropolitan Agency Mr. Radu Colt and his colleagues and representatives of the City of Braşov later joined them.

After a quick glance at the selection of interesting touristic sites in the City of Braşov the party was introduced to the study area itself: the ski resort Poiana Braşov.



The second day of the preparatory visit was reserved for a first exchange of impressions and ideas on what the focus of the Implementation Lab should be. It was agreed to be held from Wednesday 26 November till Friday 28 November 2014.

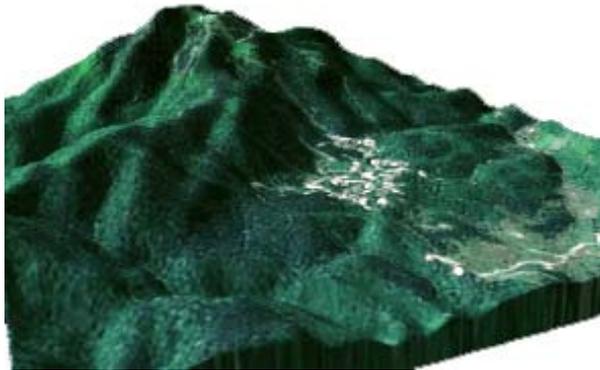


The brainstorming session ended in a press conference.



Characteristics of the study case Poiana Braşov

It is an important ski resort in Romania as well as a in the neighborhood of Braşov City. Poiana Braşov is located in the Carpathian Mountains at an altitude of just above 1000 meters, at the base of the Postăvarul peak. A 3D rendering of the resort location is available.



http://upload.wikimedia.org/wikipedia/commons/a/ae/Prelucrare_3D_pentru_Poiana_Brasov_-_Romania.gif

Braşov itself is considered to be one of the most important cities of Romania. It is a major industrial center as well as a sought of touristic destination. It attracts visitors from all over the world for its historic center as well as for the best winter sport location in the country – the **Poiana Braşov** resort.

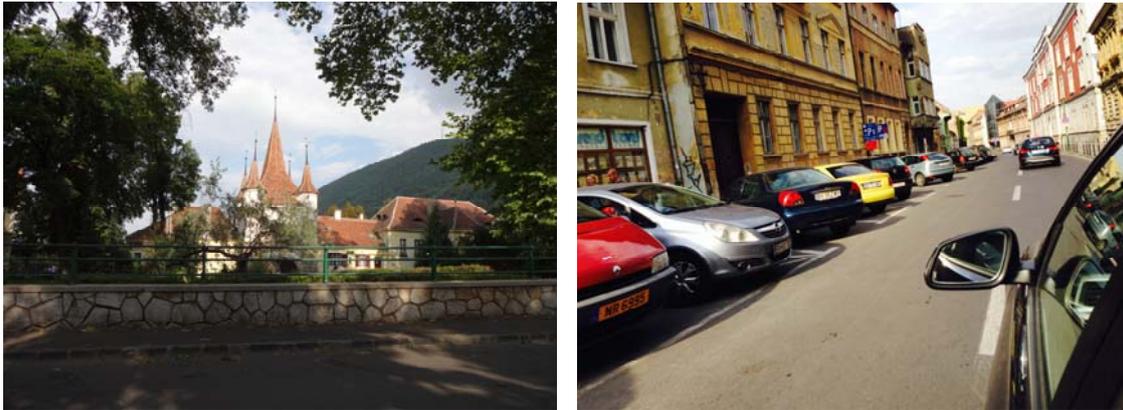
The main attraction within the resort is the **20 km of slopes**, which allow for skiing and snowboarding, both by beginners and highly experienced users. The construction of an artificial lake close to the peak of the mountain in the last years allows the artificial snow installations to work in optimal conditions. Also, the mountain scenery and the mountain trails are highly appreciated by the tourists. It is also worth mentioning that a lot of amateur and professional national and international athletes come to Poiana Braşov to improve their physical condition.

According to the inviting Danubian Green House foundation the **main challenges** for the sustainable development of the Poiana Braşov resort are related to:

- **Defining** (or re-defining) **the touristic development potential** of the Poiana Braşov resort for a long term strategy.
- **Specific problems and opportunities that arise from the vicinity of a major city** and its surrounding urban functional area.
- The need to improve **accessibility**. The resort is accessible by two mountain roads, one of which starts from the center of the city of Braşov. Also, the limited parking space generates traffic congestion and difficulty of getting around in the resort.
- Providing a **diverse portfolio of services and touristic attractions** for the visitors, all year around. For the moment, the number of tourists varies, with spikes during the winter season and mid-summer weekends. It is worth mentioning that on a radius of 20-30 km around Poiana Braşov, there are a lot of touristic attractions including the historic center of Braşov with the famous Black Church, the Bran Castle (also known as Dracula's castle), the Râşnov castle, various fortified churches, the Braşov Fortress, the ski resorts of Predeal and Sinaia, etc.
- Providing the **infrastructural prerequisites necessary to increase the rate of occupancy** for all the hotels and guest houses in the resort during the entire year.

The preparatory visit offered the possibility to explore and assess these issues as fruitful focuses for an Implementation Lab. Aiming at identifying development strategies for the tourist sector in the Poiana Braşov.

First Impressions



- The City Centre of Braşov as well as the ski resort Poiana Braşov has clean, high quality public spaces, e.g. green parks. A nicely restored and maintained inner city of Brasjov houses numerous attractions for visitors like 8 museums, 7 important historic churches and 10 medieval buildings of great interest. The surrounding villages each have several touristic attractions that offer a reason to be there.
- What struck the CUPA team was that there was so much attractiveness in - and around Braşov with, at short distance, such a well-equipped ski resort, offering a broad range of hotel accommodations and outdoor sport amenities as well as events (like the recently introduced October Fest), and was not aware of it! The CUPA team questioned whether this was known outside Romania (Western Europe); or for that matter, whether it was sufficiently known in Romania itself.



- In the problem statement or challenges of the workshop site, the initiating institutions, do not speak of the urgencies that the climate change brings, especially to a ski resort at an altitude of maximum 1800 meters. This will certainly enhance the necessity to develop and disseminate the awareness about the existence of open air, free time activities that can be enjoyed all year round.
- Despite the worries concerning the accessibility, the problem statement cited above, it does not mention the envisaged opening of a local airport on short distance from Braşov that is expected to be realized in 2 years from now – so in the year 2016/2017 - and will create optimal conditions for a quick access to the ski resort for larger number of tourists. That will happen if the follow up transport and logistics from this nearby airport to the ski resort is upgraded accordingly. This important link was not part of the problem statement as yet.



Professionals in the urban planning field will be invited to express their opinion on the possibilities of development for a mountain resort located in the middle of an urban functional area in our upcoming CUPA Implementation Lab Poiana Braşov.

2 The Implementation Lab Programme

DAY 0 Tuesday 25th of November 2014

The day before the beginning of the workshop, all international participants were given the opportunity to meet at the lounge of the Cubix Hotel to join an informal gathering and dinner.

DAY 1 Wednesday 26th of November 2014

- 08.15 Gathering in hotel lobby of the CUBIX Hotel in Braşov (<http://www.hotelcubix.ro/home/>) bustransport to the City Hall for the opening of the Implementation Lab Workshop
- 09.00 The CUPA Implementation lab workshop Opening
Official welcome by the City of Braşov - George Scripcaru - Mayor of Braşov City and Mr. Dragos David - General Manager AMB
- 09.30 General introduction to the programme by **Huibert A. Haccoû**, CUPA Facilitator and chair of the Implementation Lab, and **Volkmar Pamer**, City Planner Vienna
- 09.45 The CUPA programme and its ambitions by **Vincent Neumayer**, Project Manager of Tina Vienna
- 10.00 Introduction to the study case area by **Ovidiu Slimac**, President, and **Sorin Peligrad**, Vice president of the Regional Competitiveness and Training Centre Casa Verde a Dunării.
Formulation of the problem statements and a short discussion
- 10.30 Coffee break
- 11.00 Reference cases: presentations from the CUPA participants, and international experts
- 13.00 - 14.30 Lunch break at the **location Sergiana Restaurant**
- 14.30 - 17.30 Site visit by bus on and around **Poiana Braşov recreation area** and its context
- 17.30 Visit of old town Braşov (Black Church, Citadela of Braşov, etc.)
- 19.00 Welcome dinner at the restaurant of the CUBIX Hotel
- 21.30 End of day 1

DAY 2 Thursday 27th of November 2014

- 08.30 Introduction and Q & A; subgroup formation, two to three subgroups will be formed
- 09.30 Coffee break
- 10.00 Working session subgroups starting with **Observations**
- 12.30 Lunch

- 14.00 Working sessions continued with **Suggestions**
- 15.30 Introduction, formation and instruction of task forces
Start of the **Recommendation** phase.
- 17.30 End workshop sessions and end of day 2

DAY 3 Friday 28th of November 2014

- 08.30 Plenary start of the last IL workshop day
- 09.00 - 10.30 Working groups exchange and finalize their recommendations. In the working rooms of the
Metropolitan Area Management Agency in the City Hall **City Hall of Braşov**
- 11.30 Presentation of recommendations to the Municipal decision makers and end of the Braşov CUPA IL Lab meeting
- 12.30 - 13.00 Press Conference attended by Ministry of Affairs, Spiru Haret University, Romanian Academy, Braşov City Hall, A.M.B., C.V.D., III, Vienna City Hall, TINA Vienna
- 13.30 Lunch
End of programme

Workshop format

As the programme shows, an Implementation Lab consists of a reference seminar (day 1), study visit (day 1), Implementation Laboratory (day 2) and policy recommendation meeting (day 2 and 3).

Each Implementation Lab workshop is the result of carefully co-ordinated efforts between the host organisation and the International Intervention Institute (III).

Core of the three days' workshop about the development of the study case is the Implementation Lab itself; a series of interactive sessions in which stakeholders of the host partner work together on the spot, with the III partners and experts. To maximize interaction, the IL's are typically organised as open panel discussions involving planners from the host city / region.

Main purpose of an Implementation Lab is to investigate as a group, both new and persistent urban/regional problems as they relate to intended land use. It is the intention that each workshop leaves both participants and hosts with new insights as well as shared learning experiences. Each workshop aims at providing the host useful and practical suggestions and recommendations on how to deal with the problem case(s) discussed.

With all the inputs of the first day, participants are invited to brainstorm in two subgroups, according to the format of the Implementation Lab.

First, the subgroups work on common observations regarding their area. This creates the bases for the second round of brainstorm sessions that generate suggestions for the area development. To provide the subgroups a common frame of reference six considerations are proposed as a structure for the brainstorm session.

These six issues considered are:

- **Quality and identity:** Does the project area have its own identity, socially, functionally and visually? How can this be enhanced? How can a living-green life style be supported? Are there local aspirations that we can built on?
- **Critical Mass:** Does the site have enough development, infrastructure and resident population to maintain a coherent community or support a desired mix of amenities with sufficient carrying capacity?
- **Connectivity:** What link does each site have with its surrounding natural and man - made environment? Can these connections be enhanced?
- **Human scale:** Do the existing developments relate in scale and proportion to diverse human scale activities such as, walking, biking, congregation, social interaction? Does the scale and relationships of public spaces support and attract their use?
- **Promotion and marketing:** How are existing uses promoted? How effective are these efforts and what types of promotion would be useful, necessary or possible to improve a better sense of place?
- **Process architecture:** In developing a spatial development strategy, when should stakeholders be involved and how? What are the various interests and interdependencies between stakeholders? How do we handle opposing interests? How do we organise an effective planning and implementation process?

After these brainstorm session the participants were invited to focus on the development of recommendations and present these in a visualised form.

The format can be summarized by the following matrix



Considerations/ Areas of concern

	Identity	Critical Mass	Connections	Human scale	P&M	Process
Observations						
Suggestions						
Recommendations						

3 Clarifying and defining the problem statement

It is clear that all participants share the idea that an integrated strategy is necessary for Poiana Braşov. There are quite some parties in the area that all have their specific wishes and needs; the challenge is to accommodate those using the features of Poiana Braşov together. A well-structured cooperation in which all stakeholders are represented, should lead to emphasize the qualities of the area and result in mutual benefits.

The contributions of the international participants contained of some inspirational examples. These examples contain different ingredients that can contribute to make a change. A change in thinking, in organising decision making, but also in the way of making funding available. Inspiring ingredients that might trigger to change Poiana Braşov.

Cooperation and development strategies in winter sports areas

Two contributions were about winter sports areas. In **Lviv** the authorities are working on an all sports facilities location close to the city. Their strategy is to connect the different zones and make the area more coherent. By attracting main official sport competitions and championships and organising events for different sports they aim to facilitate this integrated resort idea. Additional facilities in the wellness sector will be putting the place to a more leisure dedicated level.

In the Austrian **Böhmerwald (Mühlviertel)** a decrease of income was envisaged in the past. A process of re-validation of the area and its facilities and a mutual cooperation in which all stakeholders were present has been set up.

The cooperating parties realised that they should not want to compete with the large skiing resorts in Austria, Switzerland and France. The highest top is 1060 meters, and with that the area should not focus on mass tourism. Therefore a brand has been set and promoted that people already had in mind about the area. In this case a friendly destination with opportunities for the whole family to perform winter sports. With this brand as a lead they were able to develop an all year round sports and activities programme dedicated to families and other people that like to be (physically) active. Activities like mountain biking, tasting events and a beer feast are amongst it. The challenge is to keep doing new things to let people come back again. People go to the area for a shorter holiday and not for their main summer holiday. This has all concluded in a promotional strategy: the area is only promoted in Austria, Bavaria and the Czech Republic, this is where most visitors come from, focus is currently on mass media in those regions and not so much targeted any more.

All stakeholders have agreed upon a vision of about 20 years. Spatial interventions have been implemented such as a regulation about golf-courses. There is only one golf course in each landscape type. This brings variety for practitioners of golf, avoids large influences in the experience of the landscapes, and avoids unnecessary competition between enterprises. Wellness facilities have been added to the golf resorts to provide an all year round exploitation and variety in the activities to perform there.

Very important is the set-up of a system of taxing in the Böhmerwald, all benefitting companies contribute in a fair way to this system which invests in tourism development. Companies contribute an average of 0,05% of their annual turnover. On top of that tourists themselves pay tourism tax of 1,50 Euro per person per night

Co-creation, citizen's involvement and involving the right key players and actors

The former mayor of New York, Mr. Michael Bloomberg challenged by means of his foundation all European cities to come up with real bold and innovative ideas, which should be implementable in 3 years' time. The best ideas would be rewarded with funding for implementation.

The Amsterdam citizens came up with 350 ideas. Small tables were organised and people were given the opportunity to bring forward their ideas and plans. The whole society contributed with a large diversity of ideas. 10 were selected and worked out further. The idea that was selected for the Bloomberg challenge was about a new way to solve the problem to connect youngsters with a vocational background to companies to help them finding jobs.

The idea was to develop an App to match both parties instead of let the applicants write applying letters. The system of applying letters is not at all suitable for this group of people and does not give them the opportunity to show their quality. The App should provide a way in which the qualities of these individual persons could be expressed, for instance by doing a serious game. Companies would be given the opportunity to put up a challenge connected to the function they have vacant.

The idea was developed together with all relevant parties. This was only possible because of some key ingredients:

- An enthusiastic Mayor of Amsterdam who had the spirit to win the Bloomberg challenge but also to really come up with and implement a new and innovative idea.
- A well organised citizen's participation trajectory with a.o. cartoonists to draw ideas instead of only writing down ideas. So a low threshold to be able to gain input from all groups of society was created.
- The City of Amsterdam pushed to get the ideas implemented, public officers and other involved parties were really involved and stimulating the actors.
- The incorporation of the idea initiators in the team of professionals that should carry out the idea.
- A multidisciplinary team with a good team spirit.

The idea of Amsterdam survived the first rounds but did not end up as the winner. However the parties are now brought together and with that able to carry out the idea. They are convinced they will find other ways to finance their plan. They've found a new challenge to tackle.

In Braşov an example of citizen's involvement and influencing decision making has taken place too. A public discussion took place about the topic of a new planned road. The consultation resulted in not making it because it would have destroyed a green area in the centre of town.

EU support for top down and bottom up processes

There are manifold examples in Romania and abroad in which cities are involved in European programmes to develop and implement touristic and/or economic development strategies. However involvement in an EU programme starts with an application that shows a structured idea and approach. The Romanian town of Alba Iulia works in a European programme on a strategy of enhancing tourism. In the Danube Delta the rowing sport has been the starting point to develop the brand Romania. With that a tourism industry around this topic has been developed.

Also some bottom up initiatives has been supported in European programmes. In the region of Cund the Valea Verde is now being developed as a good food area. While in Urlati a bicycle network between villages is being developed with EU funding.

A European project that deals with a comparable problem as treated in this workshop is the project called 'Status'. It is funded in the Interreg IVB programme for South East Europe. The lead partner of this project is the coastal town of Kavala in Greece, the entrance port of Thassos.

This town has a lot of value but sites are scattered. Similar to Braşov it has much potential but is not very well known. With the integration of stakeholders they wish to create urban centres where actualities are discussed. In many cities such a centre is present, e.g. Pakhuis de Zwijger in Amsterdam. Those centres are incubators to stimulate stakeholders to act and develop. In Braşov such centres could be built upon history, e.g. old routes. Another feature to develop might be biking. Bike trips are already organised on every Friday in Braşov. But the largest challenge to develop is to connect the features of the city of Braşov to those for Poiana Braşov and make use of this unique combination, European funding can surely help.

Definition of the problem statement

The case study dossier, the additional comments that came up during the discussions, as well as the inspirational examples express the need for good cooperation. This is an important issue to work out during the Implementation Lab. The cooperation should have mutual challenges that will also be further worked out in detail during our Implementation Lab, summarised they are:

- How to position Poiana Braşov?
- How to make Poiana Braşov an attractive and complete village?

4 The Implementation Lab findings

Poiana Braşov, just take a deep breath of fresh air!

4.1 Introduction

Braşov has a lot of potential. The setting with the medieval citadel and the surrounding mountains area is unique selling point on its own right. Poiana Braşov is **economically** and **physically** connected to Braşov. The people who work at the mountain top are from Braşov, the port towards the beautiful mountain is the city of Braşov. And the mountains are the visual setting for the city of Braşov.

The main challenge the core project team considered to adapt after our site visit was re-formulated in **how to make Poiana Braşov an attractive and complete village all year round**. There are many ideas, but how can you implement them to make it work on the long run?

In the previous chapter recommendations were given concerning activities and physical measurements.

This chapter shows a step by step recommendation, getting partners and people involved and being proud of Poiana Braşov and initiate them to help develop the mountain area on its way to a future proof and sustainable future.

- Context
- City
- Mountain
- Getting better connectivity due to new airport
- Train and roads
- Businesses need to stay and feel welcome

Poiana



Change is coming

Climate

The context of the challenges Braşov is facing is more complex. Due to climate change the ski season in Poiana Braşov will become shorter and shorter. Winters will be less cold, snow will be not guaranteed and the hospitality industry of Poiana Braşov needs to rethink and reinvent itself.

When this rethinking is carried out as a collective and interactive activity, the change will be far more robust and self-sustaining compared to a rethinking process by separate individual actors. Climate change will come, so the attractive sides of the mountain must be exploited in every season. Spring, summer, fall and winter.

Globalization

The Dutch have a saying: **“Standing still is going backwards”**. This is very true for Braşov. As the world is changing rapidly around us, most stakeholders agree that continuing to approach the development of the town in the same way as in the past is not an option. If Braşov wants to avoid stagnation or even decline, it has to adapt to the demands of the contemporary world.

One of those “demands” is the well-researched fact that, with globalisation, there is a strong tendency to concentrate investment more in bigger, more centrally located cities (fig 1). Large urban agglomerations have no fundamental problem in this respect. Lower tier cities like Braşov, however, being more dependent on their circumstances, have to work hard on counteracting these concentration tendencies by developing their own assets, sources of income and developing new ones in order to attract new investments.

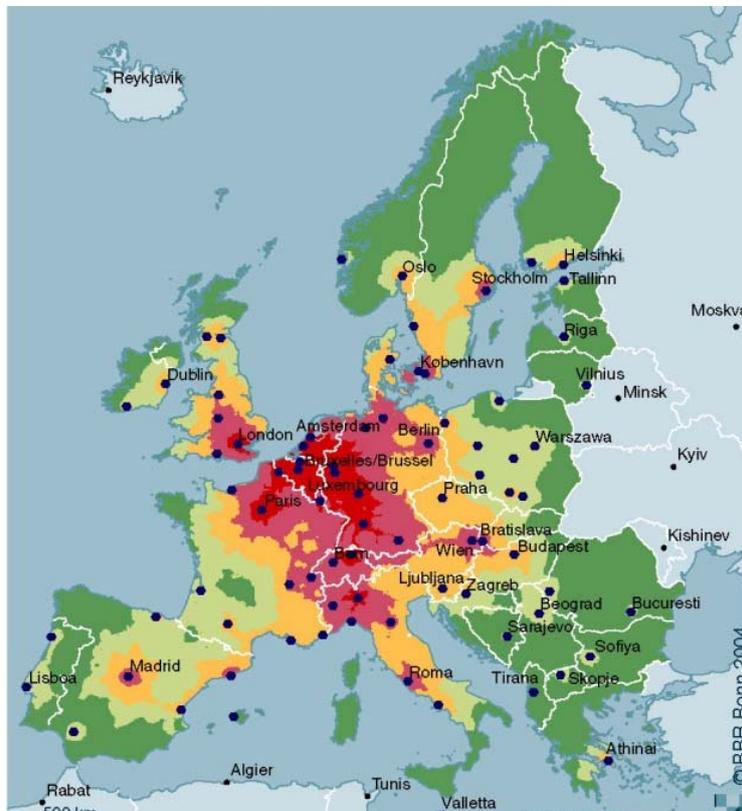


Fig. 1 - Concentration of economic development in large urban agglomerations: the red and purple zones

There is an opportunity in the setting of Poiana Braşov. To stand out in the above depicted red zone of the European zoning map is difficult. To stand out in the green zones, it is much easier and more attractive for investors. This is not just the Braşov surrounding but the entire country of Romania. How to use this upcoming change for future benefits? This is by looking ahead for broader opportunities and by involving people in the planning process.

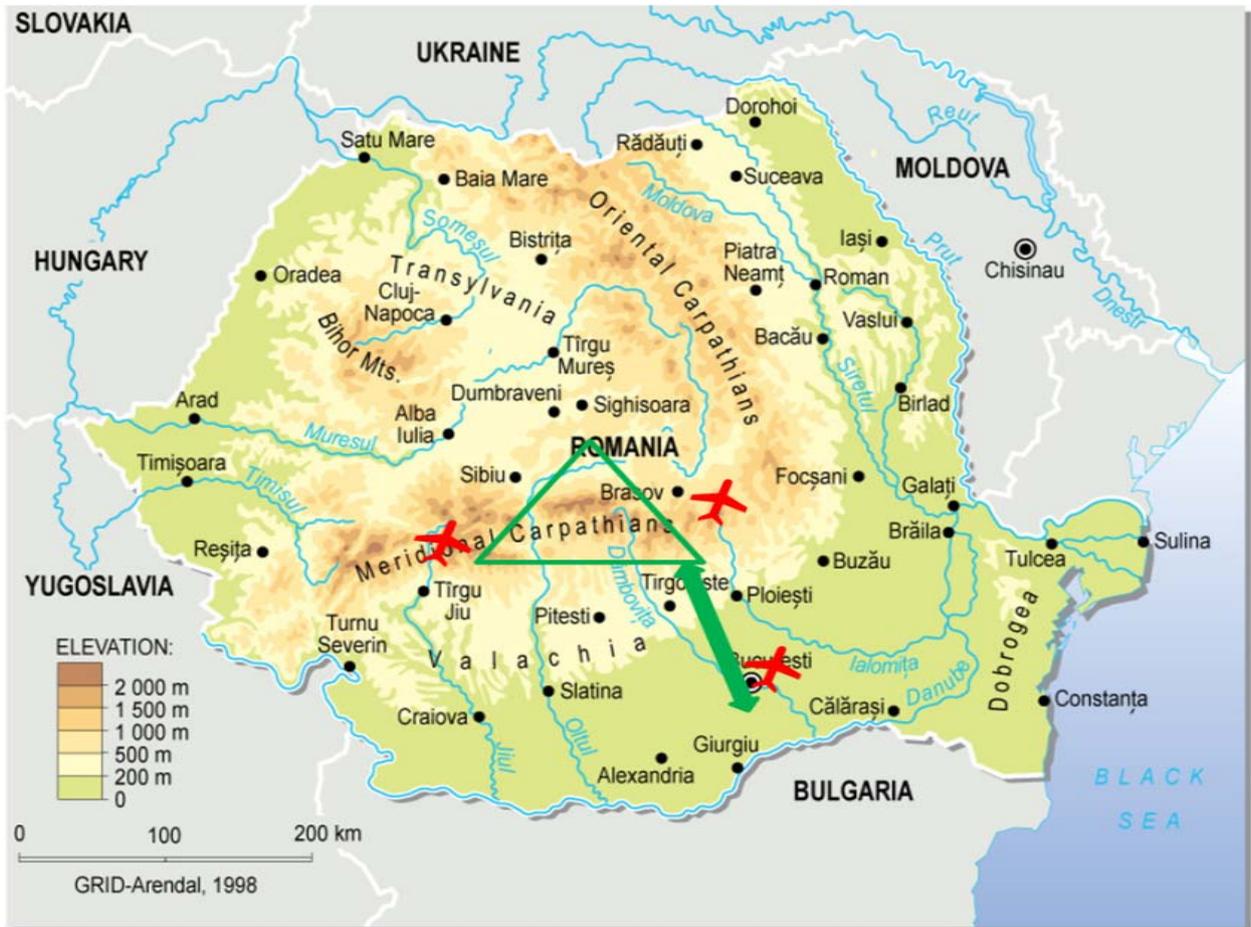
Location

The location of the mountain next to the city is an unique asset of Braşov. The road from the city to the top of the mountain is 12 km. Within 15 minutes' you can drive from the historical center of Braşov to the mountain of Poiana Braşov. No other large city in Romania has this particular feature. It is one of the most important Unique Selling Points of Braşov.



The location of Braşov as near to the 'Romanian Growth poles', the capital Bucharest, is also a very important location advantage. It is only a two and a half hours drive from the city center of Braşov to the countries capital Bucharest that is growing, in size and economic importance. It can become one of the central economic hubs of South East Europe in the coming years. Braşov could and should benefit from economic spill-overs. Not by seeing Bucharest as a competitor, but as an important ally to attract tourists and investors.

Another important locational feature is that Braşov is the 'Gateway to Transsylvania' and the first city of the Saxon area (Siebenbürgen) if approached from Bucharest. The mayor of one of the Siebenbürgen-cities Mr. Klaus Iohannis from Sibiu has just been elected as President of Romania. It is likely that more tourists will be attracted to Transsylvania. Braşov is the most important city in this area and should benefit from this trend, together with Sibiu, Sighişoara etc.



The Dutch phrase: **“Standing still is going backwards”** means development in any direction is better than doing nothing. Just try one step and if it works, move further!
 This recommendation will give a step by step plan to develop Poiana Brașov into an attractive and complete village.

Use the changing conditions = to take a few steps forward.





Recommended steps

We recommend the following steps in bullets:

- 1) Formulate the Unique Selling Points and target groups
 - Perfect conditions for revitalization – no stress conference venue, pleasant and productive Sporting facilities which are up to date and magnets to other purposes
 - Family friendly and attractive: Bring a relative or a friend
 - Going back to your roots Transylvania – diaspora

Targetgroups: Local, national and international

- Diaspora people
 - Business tourism
 - Healthy ageing of retired people
 - Sportsmen: (dirt biking community, and long distance hikers)
 - Neighbouring countries (Ukraine, Moldavia, etc.)
- 2) Marketing and branding and creation of touristic products
 - We miss you- you miss us: Use the Emotion!
 - Braşov Pass – Bring a friend or relative
 - Offer as a business trigger: Meet with the mayor or celebrity
 - Landmarks
 - Public events and festivals
 - Free Wifi
 - Local food products
 - Merchandise
 - 3) Live up to the promise: Start implementing
 - a. Invest time and money in quality facilities and programmes
 - b. Connect with educational programmes university & vocational training; House of Hospitality/House of Tourism as testing lab for innovative services, food and products
 - c. Activities/events: Make a detailed programme/calendar
 - d. Involve all tourist operators

- 4) Step by Step working together: Implementation structures
 - a. Poiana Development Company as steering body
 - b. A touristic cluster to encourage and support entrepreneurship also of start ups
 - c. Private funds managed in a transparent way
 - d. EU funds – Community Led Local Development

These four major steps will be elaborated further in the next paragraphs

4.2. Unique Selling Points and Target groups

Mountain + City = Unique selling point

To make Poiana Braşov into a profitable brand it is best to make use of the key identities of the area. These potential identities are hidden in the setting, the stories and the people.

Identity is a hard subject because it can be really abstract. It is about context, feelings and opportunities. Marketing and branding the area, is about using these identities as opportunities for the future.

The identities which are most valuable and relevant to use are:

- **Revitalization** / Retreat / Recharging your battery; the mountain with the active and relaxing atmosphere breathes revitalization and new energy
- **Health**; a high potential branch that benefits from the revitalizing surroundings
- **Business**; conferences and summits organizers seek an active informal setting. This improves business
- **Family**; Visits of mid class families will increase in Romania and it is a good market for hosting and leisure activity business
- **Sport**; healthy air and atmosphere stimulate being active outdoors. The mountain is breathing sport-activities in every season
- Gate to **Transylvania**; not just Braşov but the entire county of Transylvania will benefit from the attraction of Poiana Braşov



In summary

Formulate main focus for example: **Poiana Braşov, Just take a deep breath of fresh air!**

- Revitalize – no stress
- Conferences
- Sporting facilities
- Families: Bring a Relative or a friend
- Going back to your roots- city- Transylvania - diaspora

Formulate Target groups:

- Romanians living in the diaspora
- Business tourism
- Healthy ageing
- Sportsmen: (dirt biking community and long distance hikers)
- Neighbouring countries (Ukraine, Moldavia, etc.)

4.3. Marketing and Branding

Next to making use of identities of Poiana Braşov itself, it is necessary to have widely endorsed ground rules for upcoming developments. These ground rules or principles will help getting all developments on the same track. It is the dot on the horizon that needs to be pointed out in all developments. Either it is a new activity that is developing, like biking trails or a new House of Hospitality. All must take the following principles as a point of departure:

Principles for development

- Respect **Nature**; without nature this mountain is worthless. Use it wisely.
- **Collaborate; this means working together makes it stronger.** Respect each other's business and help one another to make the area as a whole successful.
- Mind **Climate Change**; All new activities and businesses need to be aware of 4 season attraction of Poiana Braşov.
- **People, Planet, Profit**; If people are happy and care for the planet together, they will profit, together.
- Changing **mentality**; Make Poiana Braşov a part of Braşov, not the dormitory hotel city.
- **Future proof**: cherish health, scarce resources and urban-rural relations.
- **Education**– create a testing bed for **vocational educated young people**
- Stimulate **Livability and diversity** in space and activities.

Marketing

- **We miss you- you miss us**: Use Emotion
- **Braşov Area Card**
- Offer as a **business** trigger: Meet-ups with Mayor
- **Landmarks**
- **Public events** and festivals
- **Free Wifi**
- **Promote** Local goods, food and products
- **Merchandise**

4.4. Live up to the promise!

Invest time and money in **quality** facilities and programmes:

- Connect with educational programmes: university & vocational trainings; House of Hospitality/House of Tourism as testing lab
- Activities/Events: Make a detailed programme/calendar
- Involve all tourist operators

2015 start: involve main stakeholders
 2015 summer: involve citizens to be proud and be an ambassador for Poiana Braşov
 2015 fall: Foundation of a destination management company (DMC)
 2016 winter: definition of touristic key products

Successful when:

2016 target: definition of tourist groups in focus of the DMC of Poiana Braşov
 2020 target: Adapted infrastructure and PR strategy to the needs of defined tourist groups, quantifiable growth of tourists, balanced occupation rate during all year sessions.

Process Poiana Braşov Planning Area Development Company



- Step 1 Appointment Mayor and APDT association
- Step 2 Dinner with potential stakeholders
- Step 3 Appoint trustworthy area manager
- Step 4 Routine meeting Area Development Company, chaired by Mayor
- Step 5 City pass and website launch 
- Step 6 Start challenge for startups for leisure in Poiana 
- Step 7 Business event, getting priority list done
- Step 8 Christmas celebration; light festival from the citadel to Poiana

Organize and maintain a dynamic platform for visitors with activity calendar

To attract people to Poiana it needs to have activities for every season and specific target groups in terms of age and lifestyle. Using the power of the incubators like the dirt bike crew might be a powerful group to promote the area in a new way.

Music, sports, leisure, spa's, business, health, all have a different approach on showing what the possibilities of the area are. Make the activities more attractive and easy to find for visitors and promote it as a collective is a strong feature for travel agencies and business seekers. If people want to come, investors will come. Not just for a short visit but to stay and build a community.

A Braşov City Card will give the opportunity to monitor visitors and give them extra service.

- Public transport up the mountain
- Ski lift access
- Discount on attractions, shops and restaurants
- Discount on tours in Transylvania
- Maps of trails
- Public wifi connection



Reference case

[reference <http://www.iamsterdam.com/en>]

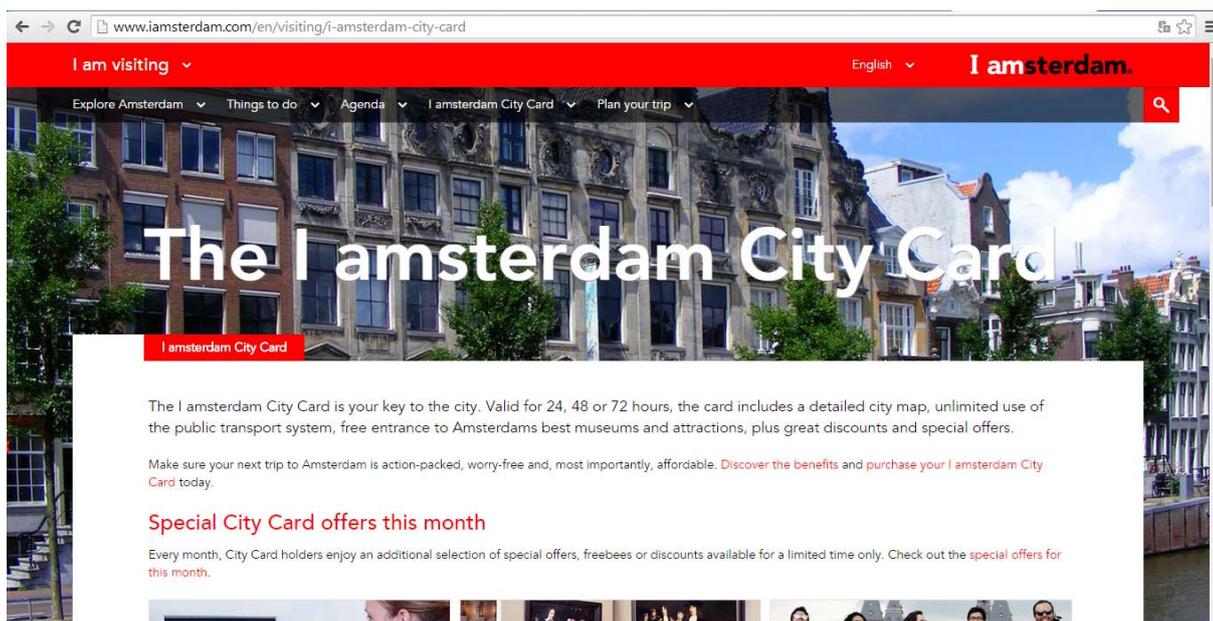
iamsterdam is simultaneously to a city brand, the all over International site for the city of Amsterdam.

For the visitor/tourist iamsterdam is a landing page to explore the city's activities and attractions. It has a calendar and an overview of what is going on in the city. Next to that iamsterdam sells **city cards**. These cards are for public transport, provides discount on nice attractions in and around the city, free access to several museums and canal cruises. It makes wandering and exploring the city easier for the city guests. It even has a trip planner so you can plan your entire city trip from on one website.

Next to the visitor perspective. It is the site for the expat that is a visitor for a longer period of time. It helps finding them housing, schools, studies, work, leisure, sport accommodations and a community in Amsterdam.

For business iamsterdam is the page where companies can find why it is interesting to invest in Amsterdam. It gives information for location scouts for conferences and summits and helps film crews to find the right locations with all the rules and regulations attached.

It is much more than a tourist platform on its own. Visit <http://www.iamsterdam.com/en>



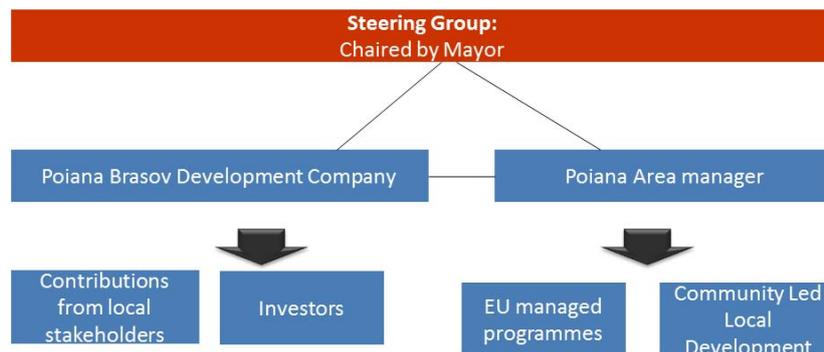
4.5. Step by step working together: implementation and funding structures

To start developing Poiana Braşov it will take a thorough preparation. This needs involvement of all stakeholders, a strong and willing Mayor, guidelines to work with for all stakeholders to create a collective vision to develop Poiana Braşov. For collaboration you need a common goal and shared values. This must be formulated and made into a plan of action. To make it happen it is necessary to start a so called **Poiana Braşov Development Company (DCM)**. That appoints a **Poiana Braşov Area Manager** that will be the engine for development and responsible for daily management of the area and its stakeholders. For funding of the development it is important to look at both private funds as well as EU (structural) funds. An important feature of the development of Poiana Braşov will be the self-supporting nature of (re)development. To accomplish this entrepreneurship must be

endorsed and stimulated. The setting up of a cluster on tourism could be a good tool that brings together the organizations that are already working on the development of Poiana Braşov, however in a more structured manner.

By structuring stakeholders and financial means, a leverage effect will be created that is essential for further development of Poiana Braşov.

Leverage the development process



Poiana Braşov Development Company

Goal of Poiana Braşov DC:

Make Poiana Braşov future proof [business, tourism and leisure, livability for own people]

A steering group of the main players will give guidance to the main goals and strategic vision of the company. The steering group is chaired by the Mayor of Braşov

The Development Company will have a small office with an area manager that is responsible for the execution of the plan of action.

The Development Company needs to focus on:

- Vision for the overall area
- Formulate target groups
- Marketing and branding of the area
- Deliver a plan of execution
- Live up to promise of the company
- Organize and maintain a dynamic platform for visitors with activities calendar
- Stimulate local entrepreneurship for new opportunities
- Responsible for financial balance

Steering group:

- Chaired by the mayor; who invites all stakeholders that have a heart for Poiana Braşov.
- Big existing resorts
- SME's Association
- University of hospitality
- Romanian Olympic Committee
- Emergency action

The steering group of the development company has key influence on programming of the area as well as investments in roads, sewage system, lighting, drinking water and gas infrastructure.

Action by Poiana Area Manager responsible for

- Good network of hospitality and leisure industry in Braşov
- Meetings with mayor on updates of the masterplan
- Getting input for the Poiana masterplan from stakeholders
- Day to day: GETTING THINGS DONE

Stimulate Entrepreneurship Startup Platform

Goals are:

- Increase the mix of entrepreneurs of Poiana (DIVERSITY is KEY)
- Better use of privately owned buildings and areas
- Facilitate knowledge exchange between entrepreneurs in hospitality industry

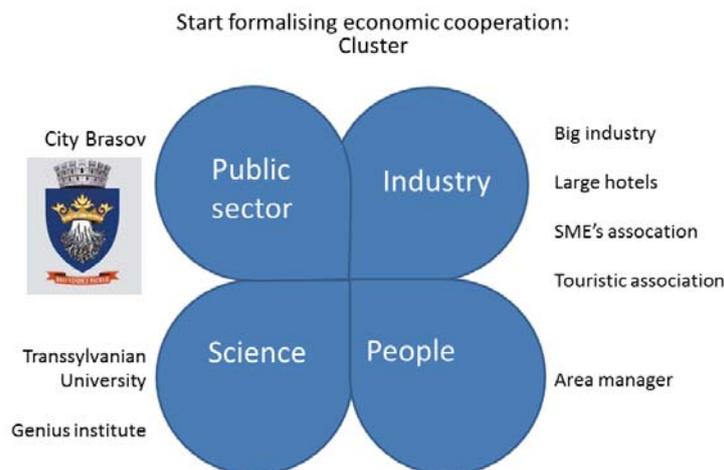
Guidelines:

- Involve stakeholders in the business development
- Facilitate Pop Ups: stores, restaurants, sport & spa concepts etc

Actions

1. Cluster Development
2. Set up SME association
3. Coaching by local entrepreneurs and by EU partners
4. Attracting EU players
5. Facilitate House of Hospitality <http://www.amsterdameconomicboard.com/nieuws/11775/amsterdam-marketing-en-roc-leiden-jongeren-op-in-hospitality>
6. Facilitate start up Hostels

Start formalizing economic cooperation: Use a cluster



Finance Development Company

Private funds

The funding of the Poiana development company should in large part be funded with private funds. Poiana Braşov has the potential to become a fully self-sustainable area and attraction point for entrepreneurs and larger companies. In this development, direct stakeholders should invest according to the following principles:

- Everybody who benefits from Poiana chips in ratio to their turnover!
- Contribution will be on the base of usage and will be managed transparently
- Added by and supported by EU funds
- Social bonds
- Crowdfunding (let the consumer chip in and show indirect where are potential new markets)

EU funds

The metropolitan area of Braşov will be able to absorb substantial amounts of EU funds in the coming programming period 2015-2020. Through the Regional Operational Programme (ROP) Braşov, as one of Romania 7 growth poles can claim funds for intergrated urban development. An interesting new feature is urban Community Led Local Development (CLLD).

Urban CLLD can complement any of these integrated urban development approaches for example through working at the area level as part of a wider urban strategy and it can enhance the reach of sectorial approaches. Urban CLLD can be used to bring together actions funded under ERDF and ESF in a more integrated way, for example in supporting the regeneration of areas through investments in infrastructure combined with education and employment measures, or childcare infrastructure and access to training and work for young entrepreneurs in a neighbourhood.

The development of Poiana Braşov could be regarded as an important chapter in the overall development of the metropolitan area of Braşov. A sound strategy in conjunction with good implementation structures will definitely increase chances for successful absorption of EU funds and hence leverage into local entrepreneurship and growth.

The Poiana Development Company

The money goes to:

- Office of area manager
- General promotion of Poiana
- Public facilities for the tourist sector
- Public space, Parks, general promotion, event organization, emergency team (just in case something happens the help each other)
- Stimulate startups in leisure industry in Poiana: House of Hospitality/new bike trail test zones/new transport system.
- Consultancy to the city of Braşov for sustainable tourism development of Poiana Braşov.

4.6 Spatial development recommendations.

For the spatial development of Poiana Braşov a spatial development plan should be developed within the scope of the Poiana Development Company. We recommend starting the development as soon as possible. Two major aspects are important concerning the spatial development: the spatial facilitation of the all year roundsports facilities and the improvement of the spatial quality of the built up area of Poiana Braşov. In both senses Poiana Braşov should become a complete and attractive village.

The spatial facilitation of all year round sports facilities

One of the threats Poiana Braşov is facing is the impact of Climate Change. For this region that means that winters might be warmer and as a result only limited amounts of snow will be available in winter. Poiana Braşov has the possibility to produce artificial snow, but it might even become too warm to maintain a fair amount of snow on the slopes.

At present most of the touristic enterprises are only dependent on the winter season. With the threat of impact of Climate Change their income is under pressure. However some of the larger hotels (partly integrated in hotel chains) manage to attract visitors in the business market, such as conferencing, this is not the case for the smaller enterprises. As the main value of Poiana Braşov is natural beauty and to actively experience that, we recommend strengthening this value and developing facilities for all year round sports. For the winter period this means to provide besides snow dependent also snow independent facilities.



There are already some easy-to-develop opportunities. For some sports and activities infrastructure is easy to develop or is already there. The only thing to do is to provide proper signage, some basic maintenance and include it in an overall marketing and promotion strategy as described above. This concerns the facilities:

- Climbing spots
- Trail running paths
- Panoramic viewpoints
- Cross country skiing and biathlon loops
- Para glider launching spots
- Athletic stadium
- Horseback riding trails
- Kids snow park



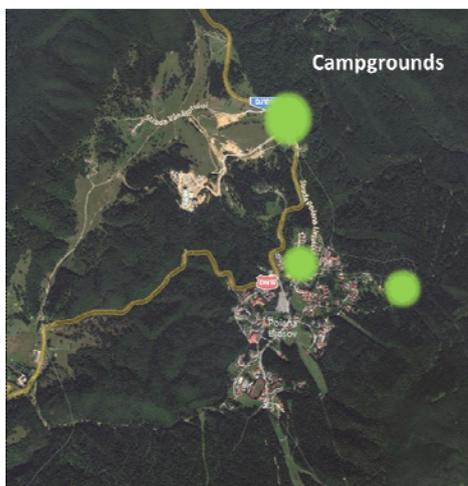
For other sports some more investments are needed. However hiking trails are relatively easy to develop, a good network needs proper signage and marking. Also basic facilities such as resting areas and water wells need to be developed. Funding possibilities could be explored by the Poiana Development Company at the Swiss-Romanian cooperation funds and the Braşov Forestry Authority. Support can also be found at SKV (Alpine association: Siebenbürgischer Karpaten Verein) and student volunteering initiatives.

The development of community bike trails is a similar investment as the hiking trails. The same actions are needed for this. A proper division between hiking and biking trails is necessary to keep the trails attractive for both types of users. Incidentally shared trails can be developed but only if the natural circumstances demand for that.



In the central part of Poiana Braşov investments should be done to provide a more attractive offer of sports activities. A kid's summer and winter base, a freestyle snow park, a multi sports centre and an ice skating ring could be developed to enrich the activity programme in summer and winter. In and around Poiana camping facilities for different types of campers should be developed. Division in hiking campers, campers in tents and camping cars could be considered.

More challenging attractions like an alpine roller coaster or hot air balloon operation are to be considered as a longer-term perspective.

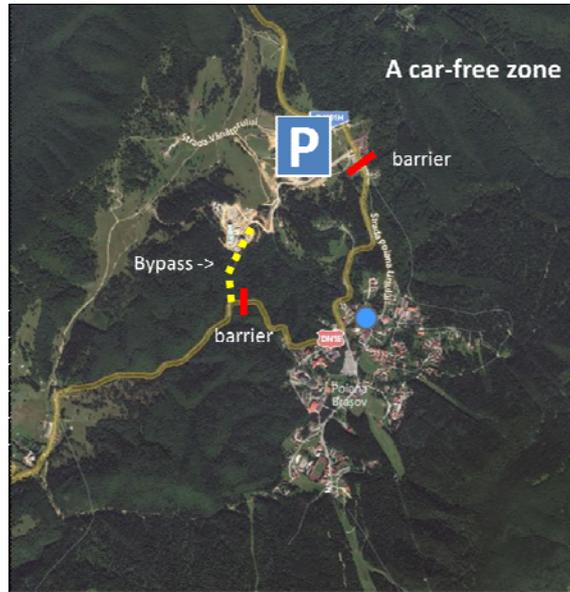


Improvement of the spatial quality in Poiana Braşov

The quality of the area needs much improvement to supply an atmosphere for outdoor staying and activities. Currently only a few small temporary facilities, such as small kiosk and an unmanned point are present. Activities other than skiing like a disco and other after ski activities take place within the walls of the larger hotels and there are not many opportunities to go out and find some 'action' in the 'village' of Poiana Braşov.

With the implementation of a larger range of sports and other activities in different places in Poiana Braşov, more liveliness and dynamics will be introduced. This can also attract more retail and leisure activities to the area. Currently the public space is not equipped for this. You cannot easily move around as a pedestrian, the area is designed for cars and does not leave much space for staying and activities.

The parking of the cars is also a problem in the area. Especially during high season, it is hard to reach Poiana Braşov by car. Closures of the road from Braşov to Poiana have taken place because of this.



We recommend banning the cars from the central area of Poiana. Especially people who come for one day should not enter the area by car. People that stay overnight in one of the hotels might only come and go by their car and not use it to travel around. Already a car park facility will be built in the coming period and we propose that up from a specific point (small Poiana) the road will be blocked for cars. A further extension of the parking facility at this place might be necessary. The major car parks near the hotels will be accessible for guests only when they arrive and when they leave. This provides the opportunity to bring their suitcases with them to and from the hotel. This system should be introduced at least in the busiest periods; a lighter regime in lower seasons is possible. To really close Poiana Braşov a short bypass road that is planned should be finished to give access to the parking lot from both access roads to Poiana Braşov.

A system of buses can drive from the parking lot into Poiana Braşov. Also a good bus service to the city of Braşov and the railway station should provide hotel guests with good connections so they don't need their car at all (this might be especially interesting for Bucharest citizens). These buses should have the possibility to bring your bike with you (at least during warm seasons).



Buses in car-free ski resort Zermatt(CH) bring you to your destination



Easy solution to bring your bike by bus

The banning of cars from Poiana Braşov gives large opportunities to redevelop the public space. We recommend to develop a sequence of areas connected to each other and easily to be reached by foot. We consider the active centre of Poiana Braşov the large parking lot near the Alpin Hotel. This area seems to be the open space in the woods, which is the literal meaning of the word 'poiana'. Here could be the central starting point for hiking, biking, walking and cross-country skiing activities. This is the place where to find information of most of the organised sports and leisure activities. It also provides the physical space for many of the activities.

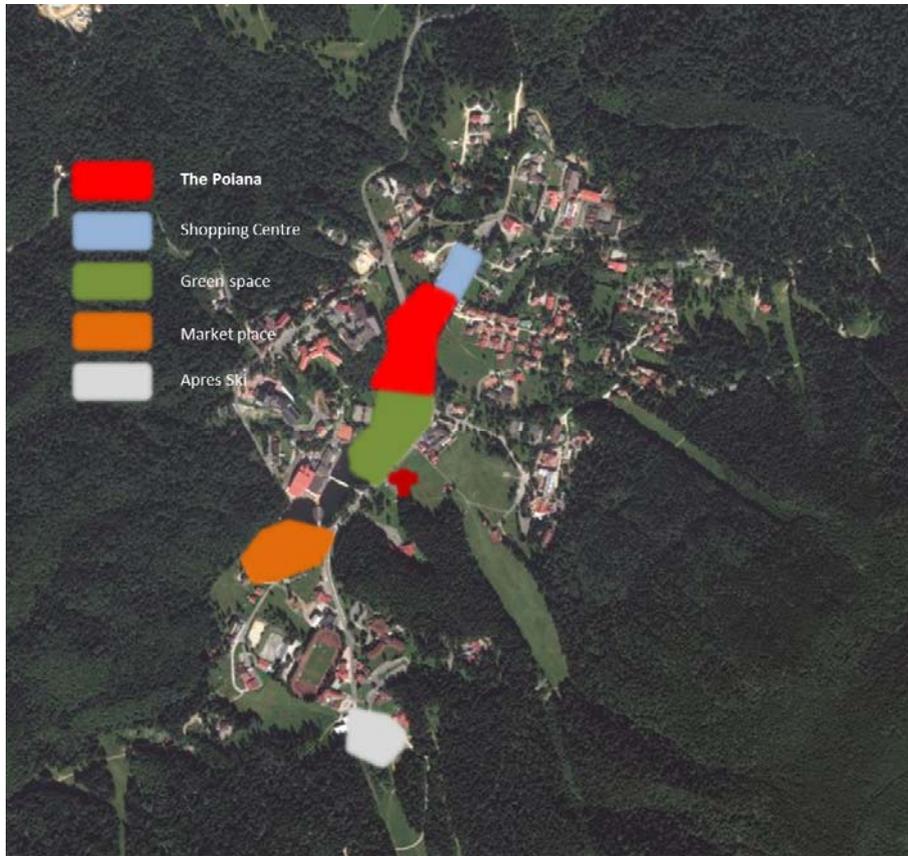


At the edges of the 'poiana' sports related shops and rental services can be established. The present empty shopping centre can be easily connected to the poiana because the road now dividing it from the parking lot can be diminished and opened up only for non-motorized traffic.

The next area in the sequence of spaces in southern direction is the green area. This area is currently also a park with some small stalls. This green area must be upgraded and become much more attractive to have a rest. Especially in summer this area might be the centre of outdoor activities like barbecuing, like it was in former times. Char-grilling was a major activity in the past and part of the identity of that place. Revive it and re-install this summer custom. Barbecue places, seats and playgrounds for children must be implemented. This might attract families from the city to spend a summer afternoon in Poiana and in that sense help to promote the area for others to spend some holidays too. The place to meet and eat with the locals!

After the green space you will pass by the hotel along the pond and arrive at the current crossroads. This area can be transformed into a market place with local products and seasonal pop-ups. Shops from Braşov can have their (temporary) stand here. In summer this is the perfect place (as a kind of a beer garden) to have a drink and a chat. In winter it might be accessible by skis from the ski slope.

The last place in the sequence of spaces is the landing of the ski slope, needless to say that this will be the place to be in winter for après ski activities.



A good strategy with reasonable and feasible goals is necessary to come step by step to a complete and attractive village. The banning of cars gives many opportunities to develop the public space and make the area much more lively, providing space for other functions. A good combination of quality of urban space and limited car accessibility is the 'shared space®' concept. In this concept all traffic streams use, or actually share, the same space. Drivers of cars will automatically be much more cautious and drive more slowly. Especially in an area such as Poiana Braşov without transit traffic where cars are only present as a guest the public space can be reshaped for other uses while still providing accessibility for all.

'Shared space' implemented in the Dutch town of Drachten. Situation before (upper left) and after (upper right side) implementation
Below some other 'shared space' solutions



5 Closing remarks

Having had the experience to make a more in depth acquaintance with the Braşovian culture and customs, it was a pleasure to enjoy the hospitality of the organizing Danube Green House foundation and the sponsoring organizations like the Metropolitan Agency and the City of Braşov.

Although it was not evident that a sense of urgency is needed to be able to confront the challenges that the SME's and the investors will have to face, it is essential to transform the mono functional area of the ski resort of Poiana Braşov into a multi seasonal recreational area.

This leads to approaches that are no more than business as usual, like capitalizing on monopoly positions, which are becoming more and more obsolete or even counter-productive in their effects, as they kill the entrepreneurial spirit of start-ups.

Unfortunately the government is involved in the same game and seems unable to extend a helping hand to the SMEs which want to take part in the economic development of the region. But instead local and regional government institutions make common cause with the established monopolies, enforcing their grip and position. This leads to abortive developments in which young talented entrepreneurs look elsewhere in Western Europe for their future.

However Europe is not waiting for an influx of Romanian young professionals and entrepreneurs that seek their economic survival in Western European metropolitan areas. What the European Union endorses with substantial means of the numerous EU programmes, are projects that aim to stimulate and facilitate entrepreneurship and to have these entrepreneurs build a future in Romania itself.

What we have seen are examples of young talented people that have invested in themselves, studying abroad learning the professional hotels trades, coming back to Braşov to start up their own enterprise that capitalizes on the condition that is offered in Poiana Braşov like nature, and beautiful landscapes. But these young professionals are unable to overcome the barriers that the existing monopolies have erected.

And bankruptcy as an unfulfilling but nevertheless inevitable consequence for these young entrepreneurs.

The most important in overcoming this situation is a supportive network of both public officials and private experts that can operate independently and in an unbiased way. Such a network will need guidance from a Steering Committee, which operates at the same time as the Board of an Area Development Company that embraces public-and private interest. This Braşov Area Development Company is needed to counterbalance the monopolies that the big hotels have been able to grow into.

One of the reference cases brought up by our Austrian tourist development expert showed how effective such a development corporation turns out to be for the creation of focus and acceleration of future robust developments. Such a countervailing entity could and should also be beneficial for the bigger hotels that need diversification and innovation to stay up to date, because standing still is going backwards!

Future robust developments imply that in formulating the economic strategies, the effects of climate change are taken seriously into account.

These climate change effects will inevitably have their far-reaching consequences on the conditions in Braşov.

Future robust developments also imply the involvement of citizens on developing future programmes which in turn will need the existence of communities that want to participate in these visioning processes. Communities are cement of a society in which awareness of sharing and collaboration is as important as competition.

The ultimate recommendation is to work on the conditions as described above to turn Poiana Braşov into a complete village, where is room for all sorts of entrepreneurs that can shrine a community all year round.

A Poiana Braşov Study Case dossier



Folder Implementation – Workshop - C.U.P.A. event Brasov (26 to 28 November 2014)-

C.U.P.A. event Brasov (26 to 28 November 2014)

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1. Overview of the city and the region (general information)

Brasov, Brasov county:

The first document mentioning the municipality in 1235, "Catalogus Ninivensis" The city's population today is 276,914 inhabitants (July 2010)

- Land area - 26,732 ha
Administrative area (urban and unincorporated) - 15,619.971 ha, population density is 1,036 inhabitants per square kilometer (2010).
- Administrative territory of Brasov is situated in the southern part of the Brasov Depression, in the curvature of the Carpathian mountains.
- The only city in Romania which manages a nature reserve – "Mount Tampa"
- Poiana Brasov - important national tourist site.
- The Climate show typical temperate –continental characteristics.

Elements of local identity: Square Church "St. Bartholomew" Black Church, "St. Martin" Church, "St. Nicholas" First Romanian School Museum, the Orthodox Cathedral "Assumption", Bastion, Bastion Graft Bastion Drapers , the White Tower, Black Tower, Ecaterina's Gate, Schei Gate, Citadel, Rope Street, Schei shrines, Solomon's Stones, Young Braşov.

C.U.P.A. event Brasov (26 to 28 November 2014)

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1.1. Structure and city image

The town was formed at the crossroads of ancient trade routes leading into Asia Minor, the Adriatic Sea and Central Europe to the Balkans. Core areas of commercial relations were Moldova, Romanian Country and the West.

City development was supported on one side by obtaining privileges by the German Order in 1212 to mint the coin, on the other hand the right to collect a fee of 10% of the gain, faithful to the church (1213). Benefits of German settlers sparked protests from Hungarian nobility, which is why the German Order privileges were suspended.

Defense measures and land use by German settlers have left traces that can be observed even after 800 years. The region has always enjoyed certain autonomy, and as a political entity was over four and a half centuries of the "Saxon Nation". Brasov became the main location that's up and developed in 1867 to the largest city in Transylvania; Only later was the city of Cluj caught up and surpassed Brasov. Until the nineteenth century German settlers formed the majority of



the city's population.

At the end of the Middle Ages, besides the merchants, a wealthy Saxon community formed in Romania which was supposed to play an important role in the future. After the Saxon dominance by a brief period of equality between Saxon, Hungarian and Romanian followed.

In the interwar period the city expanded very much, important individual housing areas and new industrial zone were developed.

The postwar period is marked by forced industrialization and very fast urban expansion, attracting large rural population. It reflected the desire to radically change the traditional urban structures by the appearance of large residential districts.

After 1989, with the demise of the industry, large industrial sites were used only partially by small production units that have emerged from old factories. These platforms are now great potential to attract new investment to the city.

In 2011, Brasov is the eighth largest city in the country and the largest in the central region. From this point of view the municipality is considered an engine of regional development. Since 2005, Brasov forms together with other 13 cities the metropolitan area, and is ranked since 2008 among national growth poles.

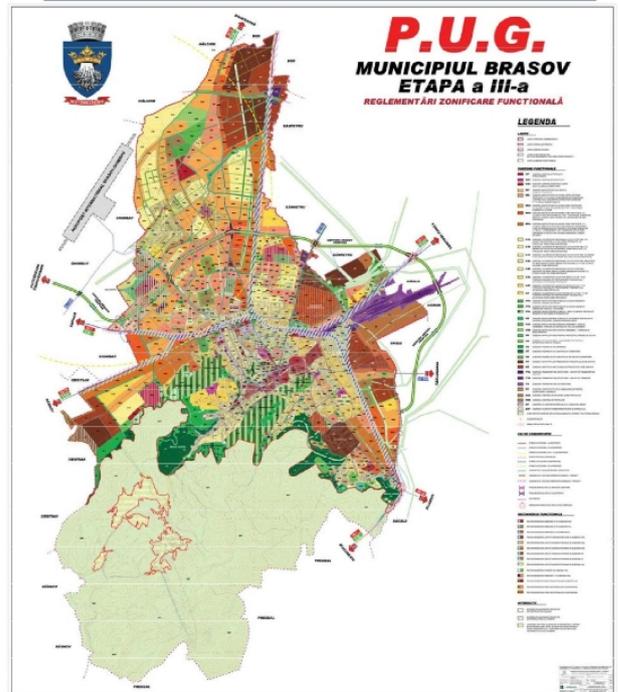
Brasov puts a lot of efforts in creating and taking care for the city's parks, playgrounds for children and small lawn areas which were rewarded by the Ministry of Environment in 2011 with the distinction of "Green Capital of Romania".

Large areas of the city are occupied by residential areas with blocks of four or more storeys built between 1960-1989 (pre-fabricated slab buildings)

The new General Urban Plan meets the requirements of the EU that provides an area of 27.94 m² of green space per inhabitant. Environmental and tourism issues are given greater importance in the new PUG (General Urban Plan) than before.

In recent years there has been a trend of relocation or establishment of industrial units within the city to the periphery or outside the urban area. The resulting surfaces will receive a new utilization. To meet the needs of development, the new PUG provides greater flexibility to the use of surface defining 23% of the urban as having mixed use function.

With the construction of Ghimbav-Brasov Airport and the Bucharest - Bors motorway, economic activities will be located mainly to the north-west section, which will influence the use of land in the area of interest, provided the PUG (General Urban Plan) 2011.





1.2. Structural analysis and forecast demographic

Structural analysis is an essential prerequisite for the development of a strategy. Without an accurate analysis of the situation and start with an assessment of the statistical data, the strategy developed will not have a solid foundation.

Structural analysis comprises the core values of quantitative and qualitative socio-economic and cultural factors, details of changes in population, indicators of social and technical infrastructure and housing situation, economy, labor market, education, trade, industry, tourism, sports, administration, land use in each area the environmental situation of the city and the city in general. The analysis includes a description of the current situation and defines issues related to overall city and its neighborhoods.

1.2.1 Evolution of the population

a) Total population

From a historical perspective, Brasov population has gradually increased since 1850 (21.782 inhabitants). Until after the Second World War, the number of inhabitants remained below 100,000.

Table 1: Evolution of the population between the years 1850 to 1948

Year	Number of inhabitants
1850	21.782
1880	29.584
1890	30.781
1910	41.056
1930	59.232
1941	84.557
1948	82.984

Source: National Institute of Statistics

In 1990, the municipality had a total population of 364,307 inhabitants. Since then the population began to decline, the most dramatic decrease occurred in the first years after 1990, due to migration of Romanian citizens abroad.

The city lost in 20 years about 87,000 inhabitants, a quarter of the population recorded in 1990. The dynamic process of demographic change has slowed in recent years and since 2007 the population evolution is back to slowly increasing again.

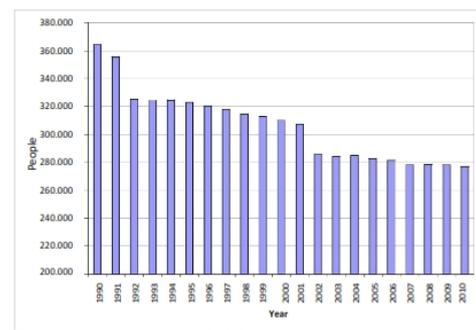


Table 2: Evolution of the population of Brasov

Year	Total population	Of which women	%
1990	364.307	178.964	49,1
1995	322.977	164.548	50,9
2000	309.671	159.544	51,5
2005	282.517	147.15	52,1
2010	276.914	145.486	52,5

Source: Department of Statistics Braşov County

Graph 1: Evolution of Brasov population form 1990-2010



Source: Department of Statistics Braşov County

Between 2002 and 2011 the share of population in different neighborhoods have changed very little. In six of the districts increased slightly, in the other five districts it fell, in the remaining three districts it remained stable.



b) Natural evolution of population

Births dropped sharply after 1990, in Brașov and all over Romania, as well as in former socialist states as sug.

If in 1990, 3,393 children were born, four years later there were only 2,125 children born, one-third less.

In 2003 the lowest number of live births (1,948 births) was recorded, after which the number of births began to rise. Despite this positive trend, the level recorded in 2009 continues to be below that recorded in 1990 and it is likely that this level may not be achieved in the coming decades.

Table 4: The natural growth rate between 1990 and 2009

Year	Births	Deaths	Natural gain
1990	3.393	2.280	1.113
1995	2.017	2.684	-667
2000	2.055	2.571	-516
2005	2.232	2.602	-370
2009	2.452	2.638	-186

Source: Department of Statistics Brașov County

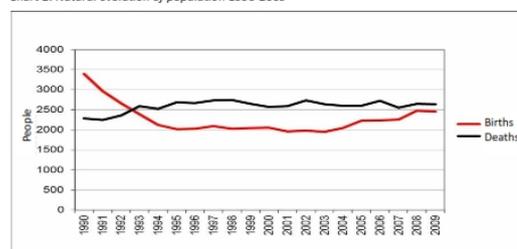
The natural growth rate - the difference between the number of births and number of deaths - was positive only between 1990 and 1992, then by 2009 the number of deaths was higher than the birth.

Since 1993, Brașov lost annually by negative natural increase several hundred people, the peak of 753 people in 2002.

Due to the increasing number of births in recent years, losses were diminished (2009 - 186 people).



Chart 2: Natural evolution of population 1990-2009



Source: Department of Statistics Brașov County

c) Spatial evolution of population

Both the internal and external migration greatly influenced developments in population. The 90s are marked by the emigration of the population, and now the sub-urbanization began to increase in size. Statistical data on departures from Brașov are not available, but the demographics of the population increase of communes of the metropolitan area shows the trend towards sub-urbanization.

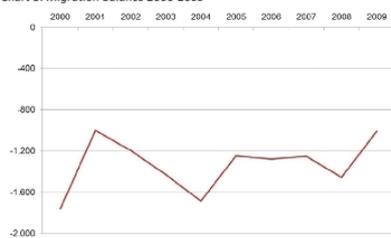
Table 5: Migration balance 2006-2009

Year	Total	Settling home in Brașov	Departures residing in Brașov	migration balance	Migration sold 1,000 inhabitants
2006	281.375	3.145	4.424	-1.279	-4,5
2007	277.945	3.682	4.933	-1.251	-4,5
2008	278.712	3.358	4.816	-1.458	-5,2
2009	278.003	2.993	3.999	-1.006	-3,6

Source: Department of Statistics Brașov County



Chart 3: Migration balance 2000-2009



Source: Department of Statistics Brasov County

The number of departures is still higher than the newly settled, ranging between 1,000 and 1,500 people a year.

d) Age structure

The analysis of five-years age groups during 1992- 2010, presents the clothi Atran population Brasov. While in the period analyzed age groups 5-9 years and 10-14 years are reduced by about two thirds and 0- 4 age groups 15-19 years and almost halved, all other groups aged over 45 years increased. In particular age groups in the upper echelon, over 70 years, almost doubled.



Table 6: Changing age structure in the municipality during the period 1992-2010

Age	1992		2002		2010	
	Absolute value	% of total population	Absolute value	% of total population	Absolute value	% of total population
0-4	20.647	6,4%	9.044	3,2%	11.419	4,1%
5-9	25.132	7,8%	10.061	3,5%	9.228	3,3%
10-14	30.123	9,3%	17.728	6,2%	8.624	3,1%
15-19	25.226	7,8%	23.012	8,1%	12.651	4,6%
20-24	29.943	9,2%	29.354	10,3%	24.037	8,7%
25-29	20.346	6,3%	21.666	7,6%	24.945	9,0%
30-34	29.078	9,0%	24.717	8,7%	25.893	9,4%
35-39	33.826	10,4%	16.856	5,9%	19.656	7,1%
40-44	24.341	7,5%	24.132	8,5%	21.792	7,9%
45-49	15.646	4,8%	28.807	10,1%	17.657	6,4%
50-54	17.529	5,4%	21.013	7,4%	24.697	8,9%
55-59	15.616	4,8%	12.756	4,5%	23.948	8,6%
60-64	12.906	4,0%	13.700	4,8%	15.234	5,5%
65-69	10.129	3,1%	11.849	4,2%	10.561	3,8%
70-74	5.319	1,6%	9.159	3,2%	11.109	4,0%
75-79	4.150	1,3%	6.324	2,2%	7.827	2,8%
80-84	2.602	0,8%	2.735	1,0%	4.821	1,7%
85 și peste	1.177	0,4%	1.683	0,6%	2.815	1,0%
Total	323.736	100%	284.596	100%	276.914	100%

Source: For 1992 and 2002: Population and Housing Census 2002 and 2010 the County of Brasov Statistics

Based on the current age structure we estimate that these processes will continue, and the average age continues to rise.

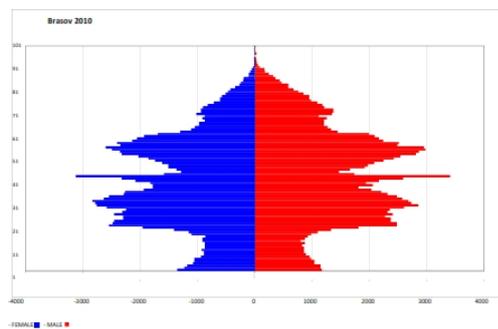


Table 7: Change in the main age groups in the period 1992-2010

Age group	1992		2002		2010	
	Absolute value	% of total population	Absolute value	% of total population	Absolute value	% of total population
0-19	101.128	31,2%	59.845	21,0%	41.922	15,1%
20-39	113.193	35,0%	92.593	32,5%	94.531	34,1%
40-59	73.132	22,6%	86.708	30,5%	88.094	31,8%
60-79	32.504	10,0%	41.032	14,4%	44.731	16,2%
80 and over	3.779	1,2%	4.418	1,6%	7.636	2,8%

Source: For 1992 and 2002: Population and Housing Census 2002 and for 2010: Brasov County Statistics. In 1992 the age group 0-19 years accounted for over 30% of the total population, in 2010 the share is 15%. Groups aged over 40 years increased gradually during this period.

Chart 4: Age pyramid for Brasov, 2010



Source: Department of Statistics Brasov County



e) Ethnicity

In 1880 29,584 people were living in Brasov. This population consisted of a third German (Transylvanian Saxons), a third Hungarian and Romanians were represented by a third. The percentage of persons belonging to other minorities such as the Roma, Hebrew, Greek, Bulgarian, Slovak keys and in 1880 was 10%.

By the period between the two World Wars census shows a slight numerical dominance of the Hungarian population. This completely changed the ethnic structure throughout recent history.

The number of ethnic German citizens (Saxons) decreased greatly after massive migration after 1990 reaching 1.1% in 1992, continuing to fall by half in 2002, or 0.6%. Hungarian citizens in 1992 were almost 10%, but fell to 8.2% in 2002.

According to data from the 2002 census, the Roma population is said to be 762 people, but in reality this figure is higher than the present data. With other sources of information such as the number of children enrolled in the school system, it is estimated that at present the share of Roma citizens in the total population of Brasov is approximately 0.6% of the total population.

Table 9: Ethnic structure of population, 1992 and 2002

	1992		2002		1992 - 2002	
	Absolute	%	Absolute	%	Absolute	%
Stable population	323.736	100,0	284.596	100,0	-39.140	-87,9
Romanian	287.535	88,8	258.042	90,7	-29.493	-89,7
Hungarian	31.574	9,8	23.204	8,2	-8.370	-73,5
German	3.418	1,1	1.717	0,6	-1.701	-50,2
Roma	504	0,2	762	0,3	258	151,2
Other ethnicity, undeclared	705	0,2	871	0,3	166	123,5

Source: Census of Population and Housing 1992 and 2002

Ethnicity may be linked to religious affiliation, meaning that most of the Romanians are orthodox and Greek catholic ethnic Hungarian citizens are in most cases roman catholics and protestants, and citizens of German ethnicity are mostly evangelicals.



Table 10: Structure by religion, 2002

	People	Of which %
Stable population	284.596	100,0
Orthodox	244.220	85,8
Roman Catholic	15.790	5,5
Reformed	7.193	2,5
Greek Catholic	2.926	1,0
Unitarian	2.573	0,9
Evangelical Lutheran	2.205	0,8
Pentecostal	1.610	0,6
Baptist	963	0,3
Evangelical Augustan Confession	949	0,3
Evangelical	940	0,3
Christian Gospel	860	0,3
Seventh-day Adventist	762	0,3
Other religions, no religion, atheist, unreported	3.605	1,3

Source: Census of Population and Housing 2002

From the table it is observed that the followers of the Orthodox faith are almost 86% of the total population Brasov.

2.2 Forecast population trends

2.2.1 Assumptions of the forecast

Demographic projections are among the most important tools in different areas of planning. They have a direct influence on the development of the labor market, housing market, education, social and health system but also on other areas. For this reason the municipality developed the strategy to forecast city population in six different variants.

Variants VG-I.1, VG-I.2 and VG-I.3 present three scenarios of natural evolution resulting from births and deaths, but differ in different fertility assumptions.

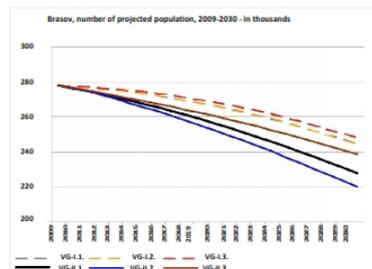
Medium variant of fertility (VG-I.1) estimates that in 2009 fertility rate is already low 1.055 children per woman will fall moderate in 2011 from a child to a woman and will remain constant until 2030 this medium fertility variant was subsequently combined with three different assumptions of migration.

The three variants resulting VG-II.1, VG-II.2 and VG-II.3 presents any given development trend is migration, where the most optimistic situation is taken into account a negative balance of migration .



2.2.2 Presentation of variants

Chart 1: The six variants of population evolution 2030



Source: Study "Demographic Forecasting 2009-2030 Brasov"

The three variants of the natural evolution of the population shows that in the case of ignoring the demographic loss caused by migration, the city will see a significant decrease in population by at least 30,000 people. They are not included in the following observations.

Table 1: The six variants of population evolution 2030

Year	Variations (thousand people)					
	VG-I.1	VG-I.2	VG-I.3	VG-II.1	VG-II.2	VG-II.3
2009	278,0	278,0	278,0	278,0	278,0	278,0
2010	277,5	277,5	277,6	276,5	276,5	276,6
2015	273,2	273,2	274,3	267,5	265,6	268,9
2020	266,2	266,3	268,4	256,3	252,2	260,4
2025	256,5	256,5	259,4	243,0	236,9	250,2
2030	244,7	244,4	247,9	227,9	220,2	238,8
2009 - 2030 absolute	-33,3	-33,6	-30,1	-50,1	-57,8	-39,2
2009 - 2030 in %	-12,0	-12,1	-10,8	-18,0	-20,8	-14,1

Source: Study "Demographic Forecasting 2009-2030 Brasov"

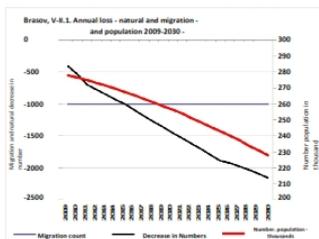


Taking into account possible losses caused by migration, population of Brasov will decrease the pessimistic variant with nearly 58,000 people, a situation that will trigger a series of consequences in the process of urban development, considering the simultaneous aging of population.

2.2.3 Results of the most likely candidate (VG-II.1)

The following will be considered the most probable variant VG-II.1, which is based by variant medium fertility and medium migration (- 1,000 people/year). According to this embodiment, Brasov population would decline steadily from 278 thousand people in 2009 to just 244,700 inhabitants in 2030, the total recorded for this period decreased by 12%.

Chart 2: Assumptions and results of variance VG-II.1

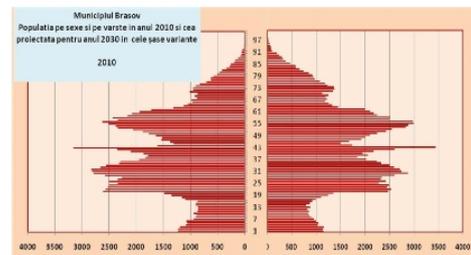


Source: Study "Demographic Forecasting 2009-2030 Brasov"

Population decline is associated with a severe aging process. The age pyramid for 2010 and 2030 clearly show this phenomenon.

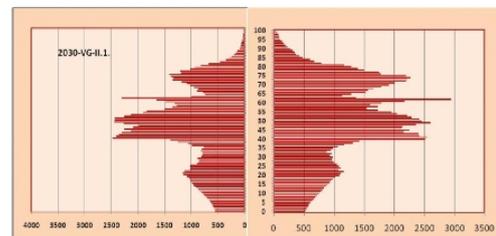


Chart 3: Age structure 2010 (VG-II.1 option left - men, right - women)



Source: Study "Demographic Forecasting 2009-2030 Brasov"

Chart 4: Age structure in 2030 (VG-II.1 option left - men, right - women)



Source: Study "Demographic Forecasting 2009-2030 Brasov"

As shown in the table below, we find that various individual age groups evolve differently. The younger age groups, up to 40 years of age have a tendency to fall, some of them significantly.



ANNEX 1

COMPANIES from BRAȘOV, earners - according to data sheet – 2013

Company	Field of activity	Turnover	No of employees
AUTOLIV ROMANIA	Manufacture of motor vehicles, trailers and semi-trailers	2,119,419,540	5,333
SELGROS CASH CARRY SRL	Wholesale trade, except of motor vehicles and motorcycles	3,090,196,339	4,026
CFR SCRL BRASOV SA	Repair and installation of machinery and equipment	56,903,536	1,829
SC FDEE ELECTRICA DISTRIBUTIE TRANSILVANIA SUD SA	Production and supply of electricity, gas, steam and air conditioning	672,451,214	1,816
SC RC-CF TRANS SRL	Warehousing and support activities for transportation	70,452,021	1,422
SC REGIOTRANS SRL	Land transport and transport via pipelines	223,990,487	937
REGIA AUTONOMA DE TRANSPORT BRASOV	Land transport and transport via pipelines	61,553,547	911
COMPANIA APA BRASOV SA	Collection, purification and distribution of water	90,581,912	821
ROPHARMA SA	Retail trade, except of motor vehicles and motorcycles	413,343,859	820
CONDMAG SA	Civil engineering	115,676,385	783
SC ARVATO SERVICES SRL	Office administrative, office support and other services rendered to enterprises	65,569,597	739



ANNEX 2

BRASOV (COUNTY LEVEL) DATA

The evolution of net average earnings

	aug-2013	sept-2013	oct-2013	nov-2013	dec-2013	ian-2014	feb-2014	mar-2014	apr-2014	mai-2014	iun-2014	iul-2014	aug-2014
average net wage	1517	1528	1540	1604	1672	1520	1510	1593	1571	1563	1602	1586	1564

Total housing and population - data from the RPL 2011

	Total	Brasov	Polana Brasov
Total number of dwellings	116124	115573	551
- employed	103132	102964	168
- seasonal	8857	8478	379
- unoccupied	4135	4131	4
population	253200	252814	386

Data on turnover and number of employees - Balance in 2013 -

Field of activity	Turnover	Average number of employees
Agriculture, forestry, fishing	290,170,060	1,186
Mining and quarrying	21,111,664	93
Manufacturing	5,311,773,513	22,641
Production and supply of electricity, gas, steam and air conditioning	845,510,461	2,205
Water supply, sanitation, waste management and remediation activities	1,165,534,076	2,110
Construction	1,388,388,165	9,323



Wholesale and retail trade; repair of motor vehicles and motorcycles	9,561,353,131	20,292
Transport and storage	978,816,442	6,684
Hotels and restaurants	322,407,825	4,412
Information and communication	504,119,603	3,150
Financial and insurance	24,314,459	333
Real estate	191,567,330	1,168
Professional, scientific and technical	506,496,099	4,702
Activities of administrative services and support service activities	404,914,558	5,681
Education	18,577,034	319
Health and social care	297,543,759	2,497
Arts, entertainment and recreation	86,350,053	759
Other service activities	48,942,203	1,108

Demographics

Births per month and cumulative from the beginning of 2013 respectively 2014													
	aug 13	sept 13	oct 13	nov 13	dec 13	ian 14	feb 14	mar 14	apr 14	mai 14	iun 14	iul 14	aug 14
Born	579	628	545	502	482	528	479	522	458	468	514	628	598
rates	10.72	12.01	10.09	9.60	8.92	9.78	9.82	9.66	8.76	8.66	9.83	11.63	11.07
born cumulative	4072	4700	5245	5747	6229	528	1007	1529	1987	2455	2969	3597	4195
cumulative index	9.62	9.88	9.94	9.88	9.79		9.80	9.75	9.50	9.33	9.41	9.74	9.91
The number of deaths per month and cumulative from the beginning of 2013 respectively 2014													
	aug 13	sept 13	oct 13	nov 13	dec 13	ian 14	feb 14	mar 14	apr 14	mai 14	iun 14	iul 14	aug 14
deceased	417	450	537	505	597	561	477	535	536	506	457	476	442
rates	7.72	8.61	9.94	9.66	11.05	10.39	9.78	9.91	10.25	9.37	8.74	8.81	8.18
cumulative deceased	3991	4441	4978	5483	6080	561	1038	1573	2109	2615	3072	3548	3990
cumulative index	9.43	9.34	9.40	9.42	9.56		10.10	10.03	10.09	9.94	9.74	9.61	9.42
Natural increase per month and cumulative from the beginning of 2013 respectively 2014													
	aug 13	sept 13	oct 13	nov 13	dec 13	ian 14	feb 14	mar 14	apr 14	mai 14	iun 14	iul 14	aug 14
natural increase	162	178	8	-3	-115	-33	2	-13	-78	-38	57	152	156
rates	3.00	3.41	0.15	-0.06	-2.13	-0.61	0.04	-0.24	-1.49	-0.70	1.09	2.81	2.89



cumulative increase	81	259	267	264	149	-33	-31	-44	-122	-160	-103	49	205
cumulative index	0.19	0.54	0.50	0.45	0.23		-0.30	-0.28	-0.58	-0.61	-0.33	0.13	0.48
Number of marriages per month and cumulative from the beginning of 2013 respectively 2014													
	aug 13	sept 13	oct 13	nov 13	dec 13	ian 14	feb 14	mar 14	apr 14	mai 14	iun 14	iul 14	aug 14
marriages	691	407	302	173	120	108	143	153	143	311	317	504	717
rates	12.79	7.79	5.59	3.31	2.22	2.00	2.93	2.83	2.74	5.76	6.06	9.33	13.27
cumulative marriages	2340	2747	3049	3222	3342	108	251	404	547	858	1175	1679	2396
cumulative index	5.53	5.78	5.76	5.54	5.26		2.44	2.58	2.62	3.26	3.73	4.55	5.66
Number of divorces per month and cumulative from the beginning of 2013 respectively 2014													
	aug 13	sept 13	oct 13	nov 13	dec 13	ian 14	feb 14	mar 14	apr 14	mai 14	iun 14	iul 14	aug 14
divorces	81	97	106	75	84	37	67	140	95	89	63	94	56
rates	1.50	1.86	1.96	1.43	1.56	0.69	1.37	2.59	1.82	1.65	1.21	1.74	1.04
cumulative divorces	713	810	916	991	1075	37	104	244	339	428	491	585	641
cumulative index	1.68	1.70	1.73	1.70	1.69		1.01	1.56	1.62	1.63	1.56	1.58	1.51
Live births per month and cumulative from the beginning of 2013 respectively 2014													
	aug 13	sept 13	oct 13	nov 13	dec 13	ian 14	feb 14	mar 14	apr 14	mai 14	iun 14	iul 14	aug 14
stillborn	0	0	0	0	0	2	2	3	5	6	8	10	12
birth rates = m / 1000 / born alive + m	0.00	0.00	0.00	0.00	0.00	3.77	0.00	1.91	4.35	2.13	3.88	3.17	3.33
stillborn cumulative	13	13	13	13	13	2	2	3	5	6	8	10	12
cumulative index	3.18	2.76	2.47	2.26	2.08			1.96	2.51	2.44	2.69	2.77	2.85
The number of deaths under 1 year per month and cumulative from the beginning of 2013 respectively 2014													
	aug 13	sept 13	oct 13	nov 13	dec 13	ian 14	feb 14	mar 14	apr 14	mai 14	iun 14	iul 14	aug 14
deaths under one year / born	4	3	6	5	6	3	6	3	0	3	9	4	4
December under 1 year	6.91	4.78	11.01	9.96	12.45	5.68	12.53	5.75	0.00	6.41	17.51	6.37	6.69
December under 1 year cumulative index	36	39	45	50	56	3	9	12	12	15	24	28	32
cumulative index	8.84	8.30	8.58	8.70	8.99			7.85	6.04	6.11	8.08	7.78	7.63

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Nationality: Dutch



Huibert Haccoû is associate professor at the Saxion University for Professional Education IJselland in the city of Deventer in the Netherlands. He teaches Urban and Regional planning at the School for the Build Environment.

He is founder and principal consultant of Haccoû-Consultancy and Associates based in the Netherlands. He provides consulting services to private and public, local, regional and (inter) national planning agencies.

In this capacity he consults and implements the international program of the Habiforum foundation, aiming at developing an international network of expertise on multifunctional and intensive land use.

He initiated and directed the Interreg IIIc Operation MILUnet; an international expert network on Multifunctional and Intensive Land use.

He is a member of the editorial board of NOVA TERRA, a quarterly magazine on innovative use of space.

Trained as a political scientist and economist his career started in the civil service. In various functions at the central-, the provincial- and city government level, he acquired a broad understanding of the larger context in which growth, and development planning occur. He changed to a private consultancy and engineering firm and was assigned to national -and international projects as a consultant for strategic public policy making and as process manager in the field of spatial planning and the environment. In his recent academic carrier he focussed on Multifunctional and Intensive Land use issues, conducted international workshops and experts meetings and edited and contributed to several publications on Multifunctional and Intensive Land use developments world wide.

Martijn Kramer

Born: 1972

Nationality: Dutch

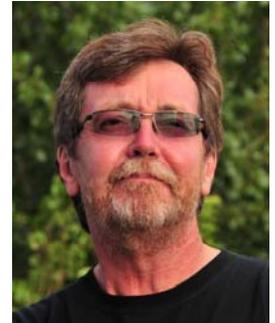


Martijn Kramer studied architecture and construction engineering at Delft University of Technology. Before joining IIUE in 1998 he was a consultant at the National Information Agency on Schools and Teaching Accommodations.

At IIUE he has conducted several national projects on sustainable housing and urban planning. Now at IIUE, as project manager, Martijn Kramer is responsible for European projects on the built environment. He initiates and manages European (network) projects in terms of content, finances and organization. During these projects he organised and facilitated a number of seminars, courses and workshops (European Awareness Scenario Workshops, Workshops on Indicators, Implementation Lab's etc.) in the Netherlands as well as in other European cities.

Volkmar Pamer

Born: 1958
Nationality: Austrian



Volkmar Pamer was educated as an architect at the Technical University of Vienna. Working for several years as a freelanced architect with the focus on residential buildings, villas, hotels, monument protection, industrial architecture and interior design. Since 1994 working for the City of Vienna as an urban planner. Zoning plans for Vienna's south, Co-ordinator for the target area 'Liesing Mitte' in the South of Vienna, focussing on the 'Smart City' issue including affordable housing, resource saving enterprise areas and transformation areas. Initiator of the urban farming and subsidized housing project 'In der Wiesen' (In the meadow), the largest of its kind worldwide. Project coordination, area management of the world wide appreciated urban renewal showcase Cable and Wire Factory, co-author of two books on that issue. Founding member of the IFHP (International Federation for Housing and Planning) working party MILU (Multifunctional and Intensive Land Use), co-developer of the workshop format 'Implementation Lab', facilitator in about 40 implementation labs Europe-wide and the US. Vienna's representative in the EU co-financed projects MILUnet and REDIS (Restructuring Districts into Science Quarters).

Co-author of the book MILUnet – Principles, Practices, Projects, Policies. Co-initiator of the urban partnership project CUPA (Co-operative Urban Planning Approach) with activities in Poland, Slovakia, Serbia and the Ukraine. Member of the worldwide expert pool of the Netherland based International Intervision Institute. Lecture activities all over Europe, USA, China, Syria and Japan.

Vincent Neumayer

Born: 1987
Nationality: Austrian



Vincent Neumayer has a degree both in management of environmental and natural resources and regional and spatial planning. He gained professional experience in social infrastructure planning for the National Development Strategy of the Sultanate of Oman and in transport planning/development, technology transfer & urban development planning as a consultant to the city of Vienna. Besides this he is professionally interested in disaster risk management and natural disaster impact prevention by spatial planning.

Sandra Gassner

Born: 1973
Nationality: Austrian



Sandra Gassner is a proficient management consultant with long term expertise in the tourism sector. She has worked as an independent management consultant in Austria as well as SEE, CEE and northern Africa with public and private sector clients. Her specialization area covers strategy development, organizational design, marketing and product development as well as trainings. Sandra holds a master's degree in management which she has obtained from the University of Applied Sciences in Krems, Austria.

Femke Haccoû

Born: 1981

Nationality: Dutch

Femke Haccoû Msc.(1981) is educated as spatial planner on bachelor level at the Saxion University for Professional Education in Deventer and as Landscape Architect at Wageningen University on master level.

After her master thesis on Dynamic Water Urbanism she continued to be involved in research on this rather new form of Urbanism. She stayed connected to Alterra (research centre of Wageningen University) to explore the possibilities on water urbanism. Next to research she worked at Vondel Vastgoed (real estate) as Landscape Designer. The combination of research and practice is something Femke likes to achieve.



Next to Haccoû Consulting & Design BV Femke works at the City of Amsterdam, Department for Spatial Planning as Landscape Architect. She focuses the relatedness between levels of scales of spatial planning. Her current projects are:

- Research on Metropolitan Landscape, how does recreation work in larger landscapes around the city?
- Master plan and Quality plan of a new large recreational area Tuinen van West. This area will combine urban agriculture with ecology and recreation.
- Design of a natural playground, Jeugdland. The design of this playground is based on re-using green material from parks and stimulation of children to exercise in a natural surroundings.
- Design of floating lands along the Westside of Zeeburger island for a ecological connection between the south and north side of IJ river.

Femke participated in a internal course of the City of Amsterdam. This course deepened the Amsterdam planning methodology from European scale to street level.

Joep de Roo

Born: 1975

Nationality: Dutch

January 2014 till now, partner with Linkeroever www.linkeroever.nl

Linkeroever (the Left Bank) is a company that activates places using new techniques and processes. We support owners and authorities in finding new users for buildings and venues.

May 2014 – November 2014

ASEM. Organisation and hosting of a workshop for Asian and European professionals on Creative Cities & Sustainability and to define common recommendations to the 51 Ministers of Culture

January 2008 till now, Founder and director of Eurodite www.eurodite.com

EURODITE is an internationally operating network company that supports authorities, owner, users and companies in development of cities and areas. As director, I am responsible for day to day management and end-responsible for all projects. Offices in Bucharest and The Hague.

Selection of projects in which I was directly involved as project manager and expert. For more details, see website Eurodite.

December 2012 – December 2014

STATUS is an Interreg South East Europe project in which 19 partners cooperate to set up strategic agenda's and urban centres. Projectmanager for leadpartner (Kavala (GR)) and local management of project in Alba Iulia, Baia Mare and Satu Mare (RO), www.seecityplatform.net

January 2014 – May 2015

Connected is a project funded by Culture programme. Eurodite is partner. The project investigates the future impact of the new technologies upon the European urbanities. www.citiesandpeople.eu



D The presentations

By Huibert Haccoû

 <p>International Intervision Institute</p> <p>CUPA Implementation Lab Braşov 26-28 November 2014 Huibert A. Haccoû</p> 	 <p>www.iiinstitute.nl</p> <ul style="list-style-type: none"> • Successor of MILU^{net} • International network of professionals working on sustainable area development • Motivated to offer Implementation Labs • On a non for profit basis 
 <p>Introduction</p> <ul style="list-style-type: none"> • drs. H.A. (Huibert) Haccoû • Professor at Urban and Regional Planning, Research Centre for Urban & Environmental Development, Saxion University of Applied Sciences, Deventer, The Netherlands. • Project director Interreg IIIc Operation MILU^{net} 2007-2010 Interreg IVb Project Livinggreen 2009-2014 • Managing director International Intervision Institute 	 <p>International Intervision Institute continues the MILU^{net}</p> <ul style="list-style-type: none"> • Promote Multifunctional Intensive Land Use. • Realize more sustainable / climate neutral (urban) development in Europe. • More effective policy implementation by intervention.  <p>Turn urban growth into sustainable urban development</p> 
 <p>International Intervision Institute assignments</p> <ul style="list-style-type: none"> • National, Regional & Local authorities • Expert Centers & Universities • EU Interreg projects, <ul style="list-style-type: none"> - MILU^{net}, Livinggreen, - ENVIREO, - Flood Resilient Cities (FRC), - Adaptive Landuse for Flood Alleviation (ALVA) - Sustainable Urban Fringes (SURF) and others  	 <p>The focus of the Implementation Lab</p> <p>General aim of an Implementation Lab is to investigate as a group both new and persistent urban problems as they relate to sustainable area development</p> 



When is an Implementation useful ?

- When area development processes are blocked.
- When process acceleration is required.
- When creative impulses are needed.
- When innovative concepts have to be introduced.
- When an impartial expert (second) opinion is needed.
- When a multi disciplinary approach or enrichment from culturally different points of view could be useful.

OUT OF THE BOX THINKING





Objectives of Implementation Lab

- identify **opportunities**
- identify **barriers**
- find **instruments**
- find **effective policies**
- build up a body of **expertise**
- disseminate **knowledge**




Implementation Lab's were held in:

2000 Amsterdam (NL)	2006 Province of Zeeland, (NL) Summer
2001 Oslo, (N)	2006 Patras, (GR) November
2002 Vienna, (A)	2007 Lisbon, (PT) 11-13 May
2003 Gdynia, (PL)	2009 Vienna, (A) 2-4 September
2004 Portland Or, (USA)	2010 Vienna Kagran district, (A) 19-21 May
2004 The Hague, (NL) 4-7 April	2010 Bratislava, (SL) 20-22 September
2004 Stockholm, (SE) 9-11 June	2011 Lviv (UK) 20-22 June
2004 Mantova, (IT) 3-5 November	2011 Krakow (PL) 11-14 October
2005 Huelva, (ES) 20-22 April	2012 Novi Sad (Serbia) 27-30 March
2005 Budapest, (HU) 5-6 September	2012 Odessa (UK) 2-5 October
2005 München, (DE) 26-28 October	2013 Zagreb (Cr) 2-5 July 2013
2006 Charleroi, (BE) May	2014 Braşov (Ru) 26-28 November




Implementation Lab ingrediënts

Three days workshop involving:

- External international practitioners as experts.
- Internal local experts.
- Study case dossiers.
- Maps.
- Reference cases.
- Site visit of the study case.
- Focused brainstorm sessions.
- Task forces for recommendations.
- Press conference and comments of authorities.





Implementation Lab format

Considerations / areas of concern

	Identity	Critical Mass	Connections	Human scale	P&M	Process
Observations						
Suggestions						
Recommendations						




Implementation Lab

- **Identity**
Do the project areas have their own identity?
- **Critical mass**
Does each site have enough development, infrastructure and resident population to maintain a coherent community?
- **Connections**
What links does each site have with its surrounding natural and man-made environment?
- **Better Human Scale**
Do developments relate to diverse human scale activities?
- **Promotion & Marketing**
How are existing (mixed) uses on each site promoted?
- **Process**
How to organize an effective planning and implementation process?



 co-operative urban planning approaches

Proceedings

- Make an inventory of **Observations**
- Make use of the 6 considerations
- Select the common / most striking Observations
- Use these common / most striking Observations to generate **Suggestions** for interventions (large scale / small scale) in the second round
- Make use of the considerations that are most relevant



13

 co-operative urban planning approaches

Day 1 Wednesday 26 November 2014

09.00 Welcome by the City of Braşov

09.30 General introduction to the programme and introduction of participants by **Huibert A. Haccoû**, CUPA chair of the Implementation Lab and **Volkmar Pamer** facilitator, on the IL considerations

14

 co-operative urban planning approaches

Day 1 Wednesday 26 November 2014

09.45 The CUPA Programme and its ambitions by **Vincent Neumayer** Project Manager of Tina Vienna.

10.00 Introduction to the study case area by **Mr. Ovidiu Silmac**, President of Casa Verde a DUNĂRII, **Mr. Sorin Peligrad**, Vice President of Casa Verde a DUNĂRII.

Formulation of the problem statement and short discussion

10.30 Coffee break



15

 co-operative urban planning approaches

Day 1 Wednesday 26 November 2014

11.00 Reference cases: presentations from the in CUPA Participating Cities

13.00-14.30 Lunch break at the location **Sergiana Restaurant**.

14.30-16.30 Bus tour on and around **Poiana Braşov recreation area**.

16.30 Visit Old Town Braşov (Black Church, Citadela of Braşov, etc.)

19.00 Welcome dinner at the restaurant "**Coliba Haiducilor**"

21.30 End of day 1

16

 co-operative urban planning approaches

Day 2 Thursday 27 November 2014

Facilitator team available for subgroup sessions are:
Martijn Kramer, Femke Haccoû, Volkmar Pamer, Vincent Neumayer, Huibert Haccoû

08.15 Gathering in the hotel lobby CUBIX and walk to the workshop venue in the ARO-Palace Hotel.

08.30 Introduction and Q&A;
Plenary assessment of the problem statement and if appropriate re-formulation of the problem statement and key areas of concern; subgroup formation.

09.30 Coffee break.

10.00 Working sessions subgroups starting with **Observations**
Exchange of findings.

12.30 Lunch, ARO PALACE/Sergiana Restaurant Braşov

17

 co-operative urban planning approaches

Day 2 Thursday 27 November 2014

14.00 Working sessions continued with **Suggestions**
Exchange of findings.

15.30 **Task force** formation on central issues.
Start of **Recommendation** phase.

17.30-18.00 Coffee Break. End workshop sessions return to the hotel by bus.

18.00-19.00 Facilitators sit together to formulate the main messages to be presented as result of the IL .

19.30 Diner CUBIX Hotel

21.30 End of day 2

18

Subgroups

Subgroup 1a/b
 Martijn Kramer and Vincent Neumayer



- Focusing on the **process** of stakeholder collaboration and the question: how to involve the inhabitants and the **spatial concept**

Subgroup 2a/b
 Volkmar Pamer and Femke Haccoû



- Focuses on the **spatial concept** and the **process** of stakeholder collaboration and the question: how to involve the inhabitants.




GROUP 1

Martijn Kramer
Vincent Neumayer

Process and Spatial Concept
Room A and B

GROUP 2

Volkmar Pamer
Femke Haccoû

Process and Spatial Concept
Room C and D



Implementation Lab format
 Considerations / areas of concern

	Identity	Critical Mass	Connections	Human scale	P&M	Process
Observations						
Suggestions						
Recommendations						



Day 3 Friday 28 November 2014

- 08.10 Gathering in the hotel lobby. NB check out of the Hotel
- 08.30 Plenary start of the last workshop day
- 09.00 Working groups exchange and finalize their recommendations
- 11.00 Walk to the **City Hall of Braşov**
- 11.30 Presentation of recommendations to the Municipal decision makers and end of the Braşov CUPA IL Lab meeting
- 12.30-13.00 Press Conference – "Braşov Resolution" (Foreign Ministry of Affairs, Spiru Haret University, Romanian Academy, Braşov City Hall, A.M.B., C.V.D., IHI, Vienna City Hall, TINA Vienna)
- 13.30 Lunch (optional)



MILUbook

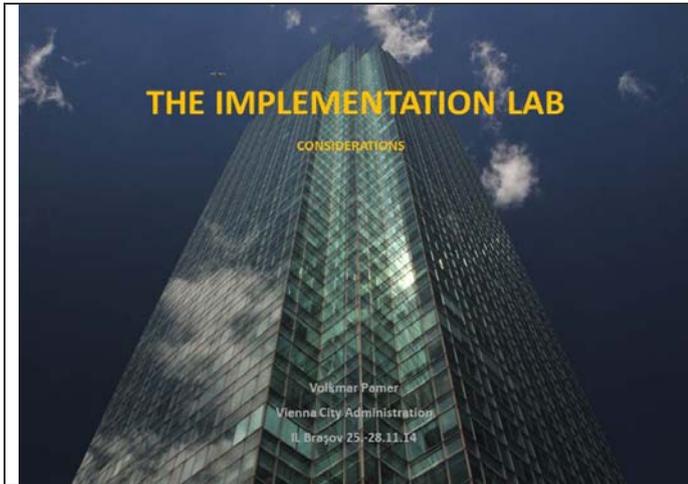
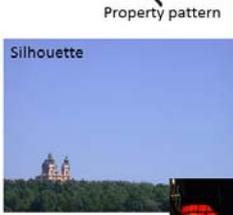
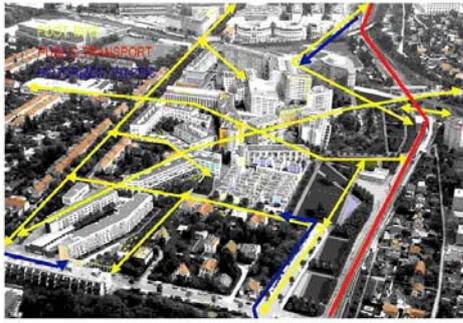


The MILUbook:
 Principles, Practices, Projects, Policies




D The presentations II

By Volkmar Pamer (considerations)

 <p>THE IMPLEMENTATION LAB CONSIDERATIONS</p> <p>Volkmar Pamer Vienna City Administration Il. Brasov 25-28.11.14</p>	<p>Do the project areas have their own identity? How can this identity enhanced and improved?</p> <p>IDENTITY</p> <p>The old building stock</p>   
 <p>Rynek Główny Krakow/PL</p> <p>St. Peter's Square VA</p> <p>Kabelwerk Vienna/A</p> <p>Shinjuku/Tokyo</p> <p>Gamla Stan Stockholm/S</p>	<p>IDENTITY</p> <p>The architecture</p>     
<p>IDENTITY</p> <p>Others e.g.</p>      	<p>What links does each site have with its surrounding natural and man-made environment?</p> <p>CONNECTIVITY</p> <p>Physical</p> 

CONNECTIVITY

Visual

Gdansk/PL

Rome/I

Kyoto/J

Osiek/HR

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INTERNATIONAL INTERVISION INSTITUTE
Vienna! ahead

CONNECTIVITY

Social

CULTURE

FAMILY

PRICE

WELL

GET TO CULTURE

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INTERNATIONAL INTERVISION INSTITUTE
Vienna! ahead

Does each site have enough development, infrastructure and resident population to maintain a coherent community?

CRITICAL MASS

- Offices
- Retail areas
- Gastronomy
- Event hall
- Park
- Welfare institutions
- Hotel
- Culture events
- Medical care

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HUMAN SCALE

Lviv/UA

Sabbioneta/I

Amsterdam/NL

Portland/OR

New York/USA

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How can the ecological footprint be minimized by maintaining an ecological balance between urban, suburban and rural?

ECOLOGICAL FOOTPRINT

© UFAZ.de

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<p>How are existing and/or future (mixed) uses on each site promoted?</p> <h3>PROMOTION AND MARKETING</h3> <ul style="list-style-type: none"> A dedicated information policy Exhibitions at the location Discussions with citizens An elementary school awareness program Books and brochures Interviews on TV and radio Reports in magazines and papers Presentations wherever possible 	<p>How to organise an effective planning and implementation process?</p> <h3>PROCESS</h3> <ul style="list-style-type: none"> Political document Mediation Fund raising Brand name Competition Public action Co-ordination Interim use Citizens participation Round table
<p>The very first impression and approach after the site visit</p> <p>Individual and shared examinations by means of the considerations</p> <p>Reaching a consensus about the most relevant findings</p> <p>Based on the suggestions practical recommendations are worked out</p> <p>Elaboration of the recommendations with respect to policy instruments, design options etc.</p> <p>Presentation of the outcomes of the implementation lab</p>	<p>That's it...</p> <p>Multumesc!</p> <p> Citra, Teina, Palties, Tesche, Sipes, Enyupario, Dajkije, Aracing, Original, Aleni, Dabshungalant, Ate, 77atin, Mednagse, Gam on, Na gode, Haskye, WIII, Tack, Xmuini, Raibet, Ma, Gya, Datta, Dakt, Dekuj, Bab, Carenan, Nea, Inloga, Franic, Bantapra, Beibah, Muzajhita, E se e </p>

D The presentations II

By Vincent Neumayer

<p>Wir verstehen Stadt.</p> <p>tinavienna urban technologies + strategies</p> <p>www.tinavienna.at</p>	<p>TINA Vienna & TINA International</p> <p>TINA VIENNA was founded by the City of Vienna in 1997 to complete the European Union's Transport Infrastructure Needs Assessment (TINA), a strategic plan for expanding transport infrastructure into the new EU member countries. TINA Vienna's core competencies in transport strategy and planning include policy analysis, technical evaluation, plan preparation, strategy development and project management.</p> <p>In 2003 TINA VIENNA became a subsidiary of Wien Holding GmbH and during the last years its focus expanded to include all types of urban technologies. In this role TINA VIENNA helps identify innovative urban technologies developed and used in Vienna, describe how these technologies can be successfully used and share this know-how with other cities and regions. With this expanded focus comes a new name: TINA VIENNA Urban Technologies & Strategies.</p> <p>TINA International was founded 2012 as subsidiary of TINA Vienna for concentrating its activities in international project work. Focus lies on mobility management, traffic planning, urban development and urban planning and knowledge exchange.</p> <p>www.tinavienna.at tinavienna</p>									
<p>TINA Vienna & TINA International</p> <ul style="list-style-type: none"> TINA VIENNA Urban Technologies & Strategies is communications hub and competence center for Vienna's know-how on urban and environmental issues. For its network partners (City of Vienna departments and enterprises) TINA VIENNA provides information on international developments in the area of urban technologies & strategies. TINA International develops and manages third party projects in the area of mobility planning, traffic management and urban technologies & strategies. TINA International as traffic planning and urban technology consultant exports knowledge on traffic planning and strategic urban planning into CEE countries and worldwide. <p>www.tinavienna.at tinavienna</p>	<p>DonauHanse network & CUPA</p> <p>DonauHanse is a city network founded by the City of Vienna and managed by TINA Vienna. One concrete action within this city network is CUPA (Cooperative Urban Planning Approach), a series of workshops dedicated to facilitate professional exchange between practitioners in urban planning on the occasion of concrete planning tasks. The methodology of CUPA is based on the Implementation Lab procedure, developed and managed by the International Intervention Institute (IIInstitute.nl)</p> <p>www.tinavienna.at tinavienna</p>									
<p>DonauHanse network & CUPA</p> <ul style="list-style-type: none"> CUPA workshops follow a standardized structure. Each workshop is designed to last 3 days, with approximately 25 participants. The first 50 per cent of the participants will include 1-2 experts from each of the CUPA partner cities participating in the project. The remaining 50 per cent will be comprised of experts from the city in which the workshop is being held. So far eight cities committed their self to CUPA: <table border="0"> <tr> <td>• Bratislava</td> <td>• Lublin</td> <td>• Zagreb</td> </tr> <tr> <td>• Krakau</td> <td>• Novi Sad</td> <td>• Braşov</td> </tr> <tr> <td>• Lviv</td> <td>• Odessa</td> <td></td> </tr> </table> <p>www.tinavienna.at tinavienna</p>	• Bratislava	• Lublin	• Zagreb	• Krakau	• Novi Sad	• Braşov	• Lviv	• Odessa		<p>The role of TINA Vienna in CUPA</p> <ul style="list-style-type: none"> CUPA serves as key to cities and towns mainly in the Danube region, but as well beyond. The offer to organize a workshop, set up by TINA Vienna in close cooperation with the hosting city and carried out by extensively experienced experts of the III, aims at creating a network of cities and city experts, as well as foster know-how exchange between the City of Vienna officials and their counterparts in the partner cities. TINA Vienna is willing and open to create further contact to experts, politicians of the City of Vienna and Viennese companies. Urban planning and related issues contribute in this context to a sustainable future in cities and towns, the main goal to strive for from the Viennese and European point of view. <p>www.tinavienna.at tinavienna</p>
• Bratislava	• Lublin	• Zagreb								
• Krakau	• Novi Sad	• Braşov								
• Lviv	• Odessa									

D The presentations II

By Femke Haccoû (Mayors Challenge)

Four key reasons to enter

- 1. Win flexible funds: One city will win a grand prize of €5 million to put their plan into action. Four other cities will win €1 million each.
- 2. Join the innovators' network: Become part of an international network of creative cities. Tackle problems together, learn from best practices, and share your own.
- 3. Sharpen your idea: This is about a process of innovation rather than just filling out paperwork. The Mayors Challenge is designed to help you hone your idea every step of the way.
- 4. Take home the title: The winning cities will be celebrated as innovation leaders across Europe and around the world.

4 Selection criteria

- Vision
- Impact
- Implementation
- Transferability

Challenges Progress	DONE	AVAILABLE
I AM	53	71
I LIKE	23	12
I DO	10	64

Amsterdam Ideas Day
Open co creation

Goal: Getting a grand idea for submission

Thursday 9th of January 2014
14 h- 22 h incl diner and drinks
Over 350 people showed
35 volunteers
5 cartoonist

Outcome:

- Successful network event
- Pro active energy for city improvement
- 10 selected ideas
- Successful idea gathering method

Timeline Amsterdam Challenge 2014

- Nov registration Mayors Challenge
- 31st of Jan Submission Play2Work Europe
- April Annoucement 21 finalist
- 12 & 13 th of June Ideas Camp Berlin
- 31st of Jan Amsterdam Ideas event
- March Amsterdam Ideas Workbook
- Amsterdam Ideas Coaches
- Amsterdam ideas handed to the new City Council
- 31st of July Refined Submission Play2Work Europe
- Annoucement Winners Mayors Challenge
- Evaluation Amsterdam Idea Challenge

LINDA RUSCONI : WWW.PORTRAITLOKET.NL

I amsterdam.

TOP 10 IDEAS

I amsterdam.

31th of January
Submission 1

MAYORS CHALLENGE

I amsterdam.

PAKHUIS DE ZWIJGER*
designthinkersgroup
KL Kennisland | KnowledgeLand
DE KERNCENTRALE TWO-0 urhahn RED jezelf

I amsterdam.

I amsterdam.

What did they win?

- Workbook with 15 key questions to start up your Idea.
- Coaching session top civil servants on topic
- Engagement of Mayor and Council
- Network of the City and the Amsterdam Economic Board
- Publicity on website, social media and during events

I amsterdam.

FINALIST 2014
Bloomberg Philanthropies **MAYORS CHALLENGE**
AMSTERDAM, NL
#MayorsChallenge

THE BOLDEST IDEAS ADVANCE TO THE FINALS

YORK KIRKLEES LONDON AMSTERDAM STOCKHOLM
GDANSK
THE HAGUE WARSAW
KRKOW
CARDIFF
BRISTOL
SCHAEFBEK BRNO
BOLOGNA
FLORENCE STARA ZAGORA
LISBON BARCELONA MADRID ATHENS

I amsterdam.

Idea Camp Berlin

Interview: Michael Bloomberg
Alexander Ljung [Soundcloud]

Interview: Winners USA edition

Refining by Competition & Collaboration
[Feedback loop other Finalists]

Masterclasses:
- LEAN startup
- Human Centred Design
- Metrics & Measurements
- Communication

Interview: Bloomberg Associates Lessons Learned

Meetups with city coach [Matt Guest, Deloitte]



I amsterdam.

Amsterdam Approach

Team: Idea initiators, experts on Youth unemployment, Endusers [Youngsters and Employers], Game experts, Training experts, Experience experts [unemployed youth]

Week schedule:
Mo-Wed-Fri work days

Testsession [online and offline]

Businessmodel canvas [not yet incorporated in public domain]

Dragon session [reflection session with out siders]

Celebrate every step



I amsterdam.



I amsterdam.

Lessons Learned

- Open co creation from the beginning till now gives base for engagement
- Young people in team gives new perspective on challenge
- City as team member instead of customer for an assignment
- Trust by Mayor and Directors of Department opens doors
- No hierarchy in team gives freedom of critical remarks, gets better results
- Multidisciplinary team stimulates people to look over the fence, opens up minds



I amsterdam.

Vă mulțumesc foarte mult pentru atenție!!

www.amsterdam.nl/mayorschallenge

www.amsterdam.nl/play2workeurope

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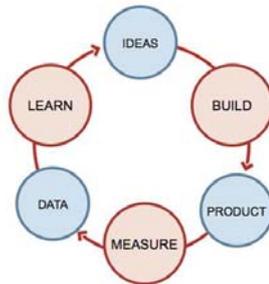
Doen is de beste manier van werken



I amsterdam.

From Idea to Startup by LEAN methods

- Small steps,
- Test every day,
- Build and test, rebuild and test, reflect and test
- End user engagement
- Pivot when needed
- Monitor your measurements
- Learn every step of the road



I amsterdam.

D The presentations II

By Joep de Roo

 <p>THE CUPA IMPLEMENTATION LAB WORKSHOP IN POIANA BRASOV</p> <p>Presentation by Joep de Roo</p>  <p>26-28 November 2014 www.eurodite.eu</p>	 <ul style="list-style-type: none"> • Our office downtown Bucharest since 2008  EURODITE • assists European cities and regions to become more attractive, competitive and connected. • urban & area development and European programmes and projects. • Cooperation with national, regional and local authorities, universities, NGO's and companies
<p>POIANA BRASOV: How to make this ski-resort a more all-season recreational area?</p>	<ul style="list-style-type: none"> • Context • Stakeholders • Reference projects • EU policy and funds
<p>context</p> 	<p>context</p> 

Context

European Union

National

Region / County

top down < > bottom up

Local (eco) entrepreneurship

NGO's

Citizen

- Context
- Stakeholders
- Reference projects
- EU policy and funds

reference Alba Iulia, Romania



reference Danube Delta, Romania

Rowmania danube delta

tangible product – tourist package – strong image – local community



reference Cund, Romania

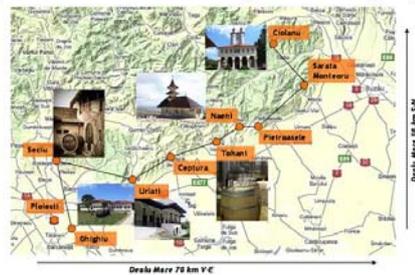
Valea Verde
Rural heritage + Food



reference Urlati and many other areas, Romania

Cycling Romania

connecting local initiatives and heritage sites through cycling routes



Stakeholders

Mountain + City
 ENABLE LOCAL ENERGY

Growing bicycle community
 all over Romania






Mountain + City
 =
unique selling point

- EU Reference project



Strategic Territorial Agenda's in South East Europe
 jointly for our common future

Strategic Territorial Agendas for „Small and Medium-sized Towns“ Urban Systems – 2013-21
 September 2013



reference Kavala, Greece

Kavala => reduced peripherality
=> importance of 'accessibilis proximus' (Thessaloniki, Drama, Thassos)

reference Kavala, Greece

Existing situation

Kavala → cultural, religious, historical and environmental potential, but:

- Not valued
- Not connected
- Not internationally known

reference Kavala, Greece

Tourism and Heritage
the wider context

Philippi among European and Mediterranean cradles of civilisation

ROME 4.2 mil tourists/year

ATHENS 6 mil tourists/year

PHILIPPI SITE KAVALA ???

ISTANBUL 7.5 mil tourists/year

reference **Religion**, Greece

PAUL'S MISSIONARY JOURNEYS

- Paul's first journey
- Paul's second journey
- Paul's third journey
- Paul's journey to Rome (traditional)

St Paul's trail in Greece

St Paul's trail in Kavala: St Paul's statue (historical center of Kavala) – Palia Egnatia – Philippi – Lydia's Baptistry - Amphipolis

reference **CONCEPT**, Greece

Heritage

Culture

Wellness

CONNECT

reference Kavala, Greece

Sell the brand and tell the story

Brand - International, national and local level

- Integrate all assets into an overall brand – publish and promote it
- Develop products → unified identification elements for touristic products: info points, maps, thematic routes...
- Develop Flagship events with global outreach
 - Festival in Philippi
 - Kavala culture days
 - Wood Water Wild

The dual landscape

reference Kavala, Greece

History and culture

BACK TO THE ROOTS
Following Palia Egnatia route:
Kavala port - Imaret - Amydaleonas - Polystilo - Krinides - Phillipi - Lydia Baptisery - Prehistoric rocks

reference Kavala, Greece

To do...

1. Define routes & themes
2. Promote routes
3. Centralise information on an overall map
4. Develop thematic maps
5. Define entry points and ensure accessibility from main car roads
6. Set up infrastructure at trail heads: parking, water point, info point

reference Kavala, Greece

To do...

1. Promote by bringing in large scale events
2. Connect to hiking and climbing routes
3. Connect on regional level by public transportation

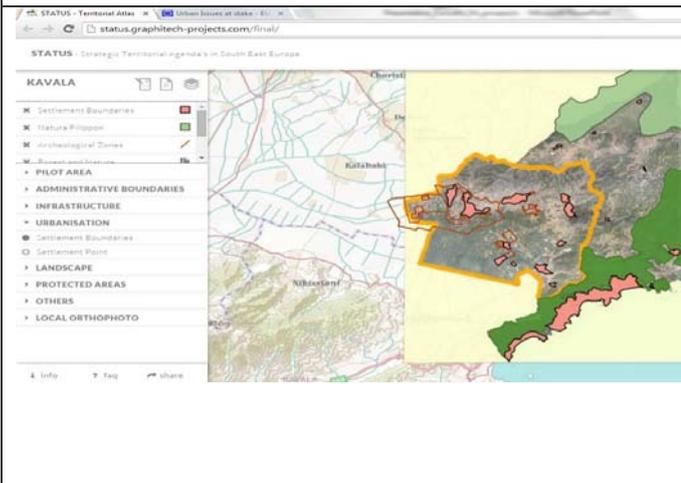
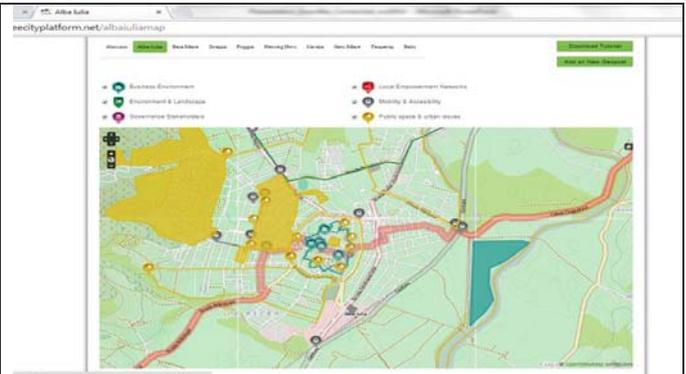
2.2: Public transport & public space in city centre and on the sealine

A different urban model

- Environmental zone 30km/h – open air urban shopping centre
- Historical city pedestrian zone (only car residents)

2.4 THE SEALINE: A NEW KAVALA LANDSCAPE

A multipurpose architecture containing KUC Kavala Urban Centre



- Context
- Stakeholders
- Reference projects
- EU policy and funds

Menu of Thematic Objectives in line with the Europe 2020 Strategy

Programme co-funded by the EUROPEAN UNION

Investments in:

1. research & innovation
2. information and communication technologies (ICT)
3. competitiveness of Small and Medium-sized Enterprises (SMEs)
4. shift towards a low-carbon economy
5. climate change adaptation & risk prevention and management
6. environmental protection & resource efficiency
7. sustainable transport & removing bottlenecks in key network infrastructures
8. employment & supporting labour mobility
9. social inclusion & combating poverty
10. education, skills & lifelong learning
11. institutional capacity building & efficient public administrations

Urban investment priorities 2014-2020

- Promoting **low-carbon strategies** for urban areas
- Actions to improve the **urban environment**, including regeneration of brownfield sites and reduction of pollution
- Promoting sustainable **urban mobility**
- Support for physical and **economic regeneration** of deprived urban communities

<p>Urban development instruments 2014-2020</p> <ul style="list-style-type: none"> • Integrated Territorial Investments (ITI) – multi dimensional and cross-sectoral intervention, a ‘bundle’ of priority axes delegated to cities • Community led local development - area-based; bottom-up; public-private; integrated; innovative; co-operative and involves the use of networking. • Jessica – Revolving funds for urban development • Urban development platforms • Urban innovative actions 	<p>EU COHESION POLICY PLANNING TOOLS – Place based</p> <p>The three key words of a Community Led Local Development are:</p> <ul style="list-style-type: none"> • STRATEGY • AREA OF ACTION • PARTNERSHIP (local group of stakeholders working together on projects of district administration and other stakeholders -Community driven local development-). <p>On each intervention area (PLACE BASED APPROACH) a number of priorities/projects are going to be identified .</p>
<p>Thank you</p> <p>Joep de Roo</p> <p>www.eurodite.com</p> <p>deroo@eurodite.com</p> <p>+31 6 11910702 +40 7 48601169</p> 	

D The presentations II

By Sandra Gassner

<p style="text-align: center;">POIANA BRASOV – Implementation Lab 27. – 28. November 2014</p> <p style="text-align: center;">Presentation by Sandra Gassner, Senior Tourism Development Advisor</p>	<p>Content</p> <ul style="list-style-type: none"> ➤ Introduction ➤ How others do it – DMC Hochficht Böhmerwald ➤ How it looks like – impressions ➤ Why they do it – benefits ➤ How they do it – approach
<p>How others do it – DMC Böhmerwald, Austria</p> <ul style="list-style-type: none"> ➤ Location: 2,5 hours from Vienna, Munich and Prague ➤ Budget: approx. 600.000,00 Euro ➤ Financing: 50% overnight tax, 50% from industry ➤ 200.000 overnight stays ➤ Accommodation: ****S Hotels and B&Bs ➤ Tourist products: skiing (20km), cross country skiing; hiking, mountain biking, golf, SPA → always combined with culinary highlights and local produced beer, "Most" (similar to cider) and "Schnaps" ➤ Source markets: Austria, Germany, Czech Republic (within 250 km) ➤ Target groups: "sinus milieus" 	<p>How it looks like – impressions</p>
<p>Why they do it – benefits</p> <ul style="list-style-type: none"> ➤ Created a coherent, strong and practicable positioning which raised awareness in defined target markets ➤ Increased national and international arrivals and overnights ➤ Increased awareness based on specific tourist products ➤ Increase in attraction of visitors, tour operators and the international travel trade ➤ Improved long-term competitiveness ➤ Increased proportion of repeat visitors 	<p>How they do it – approach</p> <ul style="list-style-type: none"> ➤ Steering by DMC, partnership approach, innovation in local context, social inclusion, proven impact, sustainability ➤ USP – unique selling proposition, values, positioning and branding ➤ Vision, Mission, Goals & Objectives ➤ Tourist products ➤ Destination Management Strategy and action plan (including advertising material, website, online booking portal, social media, cooperation strategy, marketing and sales action plan, cooperation strategy etc.) ➤ Monitoring and regular strategy updates

Thank you for your attention!

Sandra Gassner
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 A-1130 Vienna
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 E-Mail: sandra.gassner@g-pm.com



D The presentations II

By Mark Pavliv (Central City of Lviv)

Existing infrastructure, no permanent works required
 Existing infrastructure, permanent works required
 Planned permanent infrastructure (respective of the Games)
 Additional permanent infrastructure (Games dependent)
 Temporary venues required for the Olympic Winter Games

Концепція Ігор з розміщенням об'єктів

Вартість будівництва: 5 млн. євро (не включаючи вартість реконструкції)
 Час на будівництво: 2021-2022 рр.
 Спортивні змагання (наприклад, футбол)

Коментарі
 Змагання з фрістайлу тимчасово можуть проводитися на стадіоні «Україна» біля Олімпійського парку. Площадка буде обслуговуватися автобусами зі сходу та заводу і буде з'являтися необхідні тимчасові Олімпійські конструкції. Фінішна зона буде знаходитися прямо в центрі стадіону, що забезпечить чудовий перегляд для 14 000 глядачів. Після Ігор всі олімпійські споруди будуть демонтовані, водночас стадіон виграє за рахунок реконструкції, яка буде здійснена в рамках підготовки до Олімпіади.

- ATHLETES/ TEAMS/OFFICIALS
- Entry
- Field of Play
- Training Area
- Areas for designated Users
- Load Zone and/or Parking Area
- OLYMPIC FAMILY
- Entry
- Areas for designated Users
- Load Zone and/or Parking Area
- SPECTATORS
- Entry
- Operator/Placer/ Services
- Load Zone
- Couch Parking
- MEDIA
- Entry
- Media Area, Broadcasting Area
- Load Zone and/or Parking Area
- OPERATIONS
- Entry
- Operational Area
- Flower Ceremony
- Site Lift
- Load Zone and/or Parking Area
- Planner/Plumber/ Electrician

4. Майстер план - Льодова зона у Львові /

4-1 Огляд

Existing infrastructure, no permanent works required
 Existing infrastructure, permanent works required
 Planned permanent infrastructure (respective of the Games)
 Additional permanent infrastructure (Games dependent)
 Temporary venues required for the Olympic Winter Games

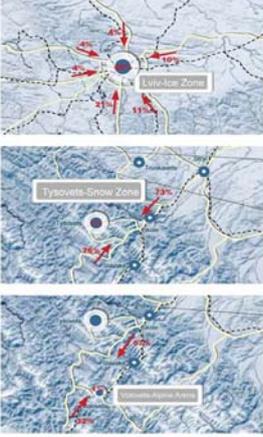


Статус:	новий
Кількість місць:	8,000 (10,000)
Висота над рівнем моря:	680-1590 м
Витрати на будівництво:	200 млн євро
Час на будівництво:	2012-2018 рр.
Складина:	Туризм/Лижний курорт

Коментар:
За умови максимального вертикального перепаду висот у 900 м гори поблизу Боржани забезпечують потрібну топографію для проектування трас для усіх альпійських прославлених дисциплін. Загальна фінішна зона зможе прийняти 18,000 глядачів.



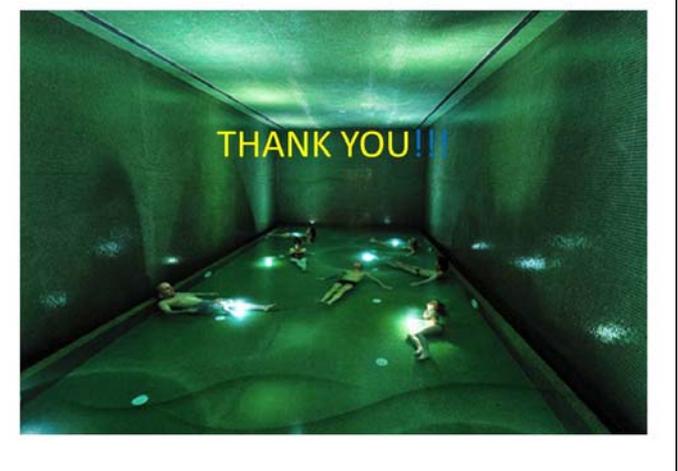
- ATHLETES/ TEAMS/ OFFICIALS
 - Line
 - Line of Play
 - Starting Area
 - Line for Observer Seats
 - Line Zone and/or Parking Area
- GENERAL PUBLIC
 - Line
 - Line for Observer Seats
 - Line Zone and/or Parking Area
- SPECTATORS
 - Line
 - Observer Plaza/ Benches
 - SEAT ZONE
 - Event Parking
- WALK
 - Line
 - Walk Area, Broadcasting Area
 - Line Zone and/or Parking Area
- OPERATIONS
 - Line
 - Operational Area
 - Event Catering
 - Line
 - Line Zone and/or Parking Area
 - Event Change Structures
 - Operational
 - Event Parking
 - Event Transport Stop
 - Line
 - Permitted Fencing (D-Park)
 - Railway
 - Highway Road
 - Regional Road



цієї великої кількості глядачів буде складатися з населення на території близько 200 км навколо області. Населення Львівської, Львівської області та сусідніх областей, а також населення сусідніх країн в межах цієї території пропонує великий потенціал для цієї кількості глядачів. Гости з більш віддалених місць і країн, як правило, потрапляють в регіон через аеропорт як одинокі відвідувачі, або залишаються на ніч. В цьому випадку походження цих глядачів розподіляється аеропорту або готелях в межах моделі розподілу.

На даний час, регіональний розподіл походження глядачів може бути оцінений тільки дуже приблизно. Оцінка ґрунтується на потенційних можливостях та районах, відповідно до щільності населення з урахуванням структур розселення і адміністративних кордонів.

Притушення щодо просторового розподілу походження глядачів



D The presentations II

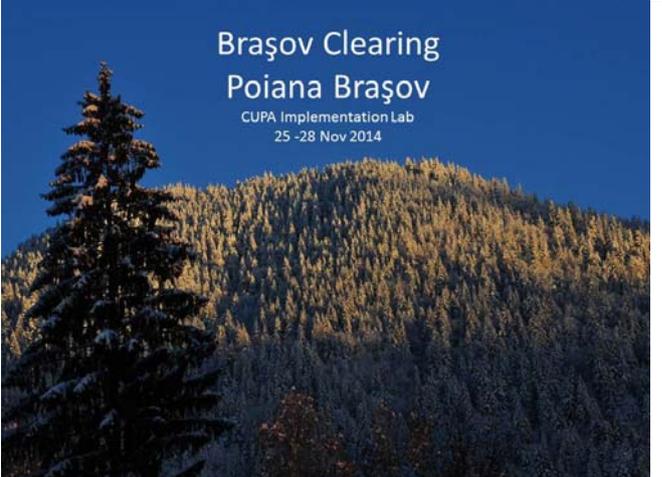
By Ovidiu Slimac and Sorin Peligrad Poiana Brasov

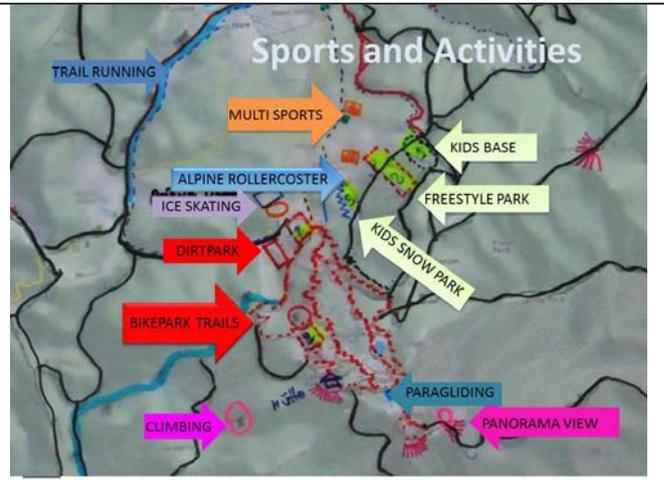
<p style="text-align: center;">Poiana Brasov: Just stop and Breath!</p> <p style="text-align: center;">CUPA III LAB 27 th of november 2014 Brasov Romenia</p>	<p style="text-align: center;">Overall statement: BE TRANSPARANT AS THE FRESH AIR</p> <p>Identity of Poiana Brasov</p> <p>Just STOP and BREATH</p> <p>[Key words: fresh air, mountains, 4 seasons, families, sports & leisure, resort near medieval city, calm, healing, retraite, escape from stress, REVITALISATION and RECHARGE]</p>
<p style="text-align: center;">Principles of Poiana</p> <ul style="list-style-type: none"> • Preserve Nature • Use Education • Mind Climate Change • Changing mentality • Future proof: Think about future, think about yourself, think about resources, limited water resources • Sharing economy is approaching: You have to share and COLLABORATE • People, Planet, Profit • Stimulate DIVERSITY in space and activities. 	<p style="text-align: center;">Guidelines/Programmes/Action</p> <p>1. Fomulate the USP and Target groups</p> <p>USP: Rivitalize Conferences Sporting facilities Families Going back to your roots- city- Transylvania</p> <p>Targetgroups: Diaspora Business tourims Healthy aging (prevention: ref: apple innovations) Sporters : (dirkbike community, and long distance hikers) Neighbouring Countries (UK, Maldavia, etc.)</p>
<p>2. Make a marketing approach and products</p> <ul style="list-style-type: none"> - We miss you- you miss us : Emotion for diaspora - Brosov Pass – Bring a friend or relative - Meetups with mayor and captains of industrie to attract new businesses - Landmark - Free Wifi 	<p>3. Live up to the promise: DO NOT DISAPPOINT THE TOURISTS</p> <ul style="list-style-type: none"> - Quality facilities: connect with educational programme - Activities/Events - Make a programme - Education - Involve all operators

<h2 style="text-align: center;">Stakeholders</h2> <p>POWERFULL Mayor Big resort owners</p> <p>INFLUENCIAL SME's Universities Operators Captain of industries with hart for Brasov (other sectors)</p> <p>CROWD Local citizens Students Older people: people who want to be healthy Tourists</p>	<h2 style="text-align: center;">Poiana Development Company</h2> <p>Steering group</p> <ul style="list-style-type: none"> - Chaired by the mayor - Big resorts - SME's Association - University of hospitality - Romanian Olympic Committee - Emergency action ??? (weg halen??) <p>Action by Poiana Area Manager Responsible for</p> <ul style="list-style-type: none"> - Good network of hospitality and leisure industry in Brasov - Meetings with mayor on update masterplan - Getting input for Poiana Masterplan from stakeholders - Day to day: GETTING THINGS DONE
<p>Finance of The Poiana Development Company</p> <p>Everybody who benefits from Poiana chips in to ratio of their sum! Contribution will be on the base of usage and will be managed TRANSPARENTLY.</p> <p>What is in this development company will directly come back in the area The money goes to:</p> <ul style="list-style-type: none"> - Office of area manager - General promotion Poiana - Public facilities for the tourist sector: public space, parks, promotion, event organisation, emergency team (just incase some thing happens the help each other) - Stimulate startups in leisure industry in Poiana: House of Hospitality/ new bike trail test zones/ new transport i <p>The Steering group of the Development Company has key influence on roads, sower, lighting, drink water and gas infrastructure.</p>	<h2 style="text-align: center;">Stimulate Entrepreneurship</h2> <p>Goal:</p> <ul style="list-style-type: none"> - Increase the mix of entrepreneurs of Poiana (DIVERSITY is KEY) - Better use of privately owned buldings and areas - Facilitate knowledge exchange between entrepreneurs in hospitality industry <p>Guidelines:</p> <ul style="list-style-type: none"> - Involve stakeholders in the business development - Facilitate Pop ups: stores, restaurants, sport & spa concepts etc. <p>Finance</p> <ul style="list-style-type: none"> - Social bonds - Added by ED funds - Contribution - Crowdfunding (let the consumer chip in and show indirect what they like) <p>Actions</p> <ul style="list-style-type: none"> - Cluster Development - Set up SME association - Coaching - Attracting EU players like: Regards - Facilitate House of Hospitality (ROC Hospitality Amsterdam; John Flierman) - Facilitate start up Hostels

D The presentations II

Final Presentation by Volkmar Pamer

	<p>Braşov Clearing Poiana Braşov CUPA Implementation Lab 25 -28 Nov 2014</p> 
<h3>Problem Statement</h3> <p>How to position Poiana Braşov ?</p> <p>How to make Poiana Braşov an attractive and complete village?</p> 	<h3>Observations – Suggestions - Recommendations</h3> 
<h3>Observations</h3> <ul style="list-style-type: none"> No common event calendar for Poiana Braşov Low service quality in some touristic enterprises (hotels, taxi companies, cable line operators,...) Mostly Bucarest citizens use offers of P.B. Very car-oriented development in P.B. Lack of multiseasonal activities There is no common touristic promotion strategy of P.B., neither a destination management company Hotels seem like fortresses but no welcoming There is no community spirit perceptible 	<h3>Suggestions</h3> <ul style="list-style-type: none"> Establishment of a (MB)cycling path network Creation of an umbrella brand for tourism in P.B. Improvement of public space in P.B. Creation of an integrative website for the resort Setting incentives for entrepreneurs to become engaged in P.B. Organisation of events and festival in „off-season“ periods Integration of sector development plans into a masterplan Trainings for staff to create a feeling of hospitality 



1. Hiking Trails
 Need: marking, maintenance and promotion, marking of resting areas & water wells
 Financing: Swiss-Romanian cooperation funds, SKV & student volunteering, support of the Kronstadt Forestry Authority

2. Community Bike Trails
 Need: marking, maintenance and promotion
 Financing: local volunteering, cooperation with SKV

3. Bikepark Trails (including dirtpark & pumptrack)
 Financing: private operations, sponsors, volunteering



4. Features that only need marking and promotion:
 Climbing spots
 Trailrunning paths
 Panoramic view spots
 Cross country skiing and biathlon loops
 Paraglider launching spots
 Athletic stadium
 Horseback riding
 Kids snowpark



5. Kids summer and winter base
 Funding: SKV and European funds

6. Freestyle snowpark:
 Implementation and financing: slopes administration, sponsors

7. Ice skating rink:
 Implementation and financing: local authorities, hotels association

8. Camping area:
 Implementation and financing: private investors



9. Hot air balloon operation:
 Financing: private operation, sponsors, hotel association

10. Alpine rollercoaster:
 Implementation and financing: private operation, sponsors, slope administration

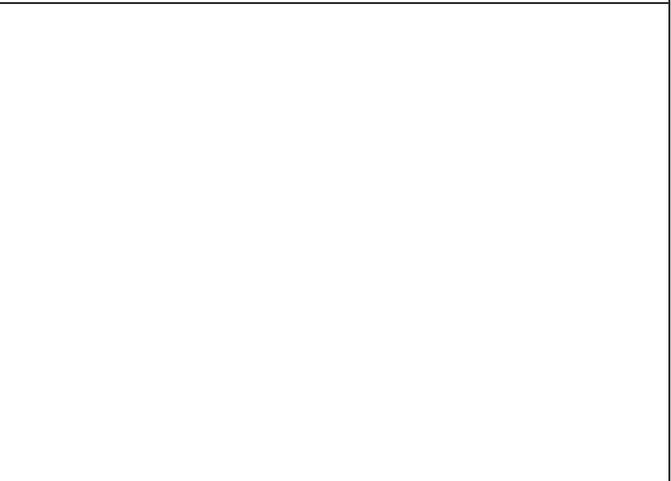
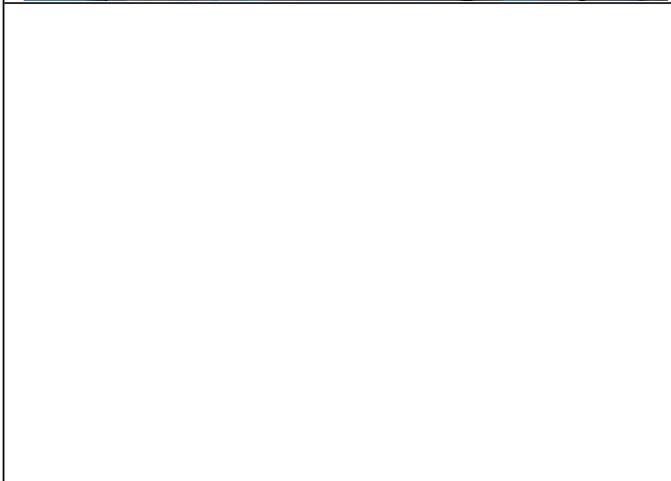
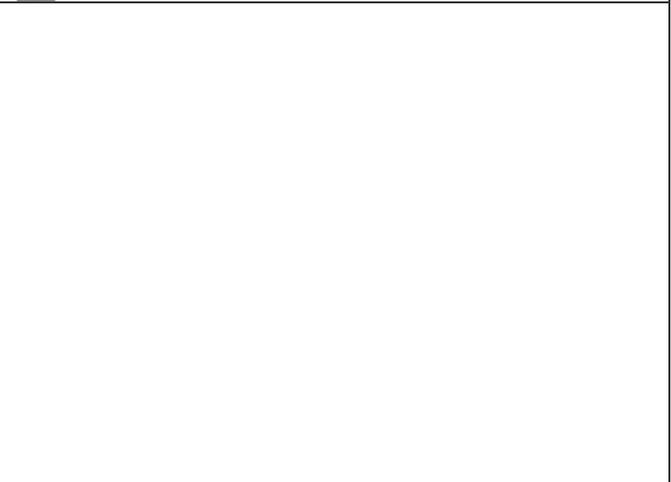


<p>A car-free zone</p> <p>Vienna ahead III INTERNATIONAL INTERVISION INSTITUTE tinavienna urban technologies + strategies upa</p> <p>Bojari 25-28.11.14</p>	<p>Creating a Poiana</p> <p>Vienna ahead III INTERNATIONAL INTERVISION INSTITUTE tinavienna urban technologies + strategies upa</p> <p>Bojari 25-28.11.14</p>
<p>Shared space The Poiana Shopping Centre Green space Market place Access</p> <p>Vienna ahead III INTERNATIONAL INTERVISION INSTITUTE tinavienna urban technologies + strategies upa</p> <p>Bojari 25-28.11.14</p>	<p>Campgrounds</p> <p>Vienna ahead III INTERNATIONAL INTERVISION INSTITUTE tinavienna urban technologies + strategies upa</p> <p>Bojari 25-28.11.14</p>
<p>SHARE SPACE</p> <p>SHARE SPACE</p> <p>Vienna ahead III INTERNATIONAL INTERVISION INSTITUTE tinavienna urban technologies + strategies upa</p> <p>Bojari 25-28.11.14</p>	<p>SHARE SPACE</p> <p>Vienna ahead III INTERNATIONAL INTERVISION INSTITUTE tinavienna urban technologies + strategies upa</p> <p>Bojari 25-28.11.14</p>



Mulțumesc !

Kiitos	Thank you
Terima kasih	谢谢
Paldies	Tack
Teşekkür ederim	Хвала!
Sipas	Go Raibh Maith Agat
Ευχαριστώ	Kia Ora
Dziękuję	Dakka þér
Gracias	Danke
ありがとうございます	Děkuji
Obrigado	Dalu
متشکرم	Спасибо
Merci	Kea leboga
Daghang salamat	Grazie
Akpe	شکر
תודה לך	Благодаря
Medawagse	Bedankt
Cám ón	Kusakililaku
Na gode	E se é



D The presentations II

Final Presentation by Joep de Roo

 <p>THE CUPA IMPLEMENTATION LAB WORKSHOP IN POIANA BRAȘOV</p> <p>Future Proof Poiana Brasov Just stop and Breath</p> <p>28th November 2014 Joep de Roo</p> 	 <p>Revised problem statement</p> <ul style="list-style-type: none"> ▪ How to position Poiana Brasov ? ▪ How to make Poiana Brașov an attractive and complete village? 
 <p>How to get things done?</p> <ul style="list-style-type: none"> • Context • Marketing and Branding • Economic Development • How to start 	
	 



Globalisation → tendency to concentrate investment in bigger, more centrally located cities

≠ Brasov

Stand out from the crowd to attract investors!

“Standing still is going backwards”

context

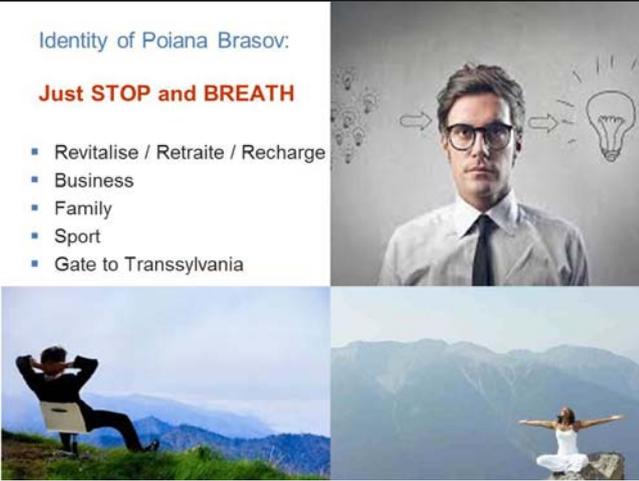
context

Mountain + City = unique selling point

Identity of Poiana Brasov:

Just STOP and BREATH

- Revitalise / Retraite / Recharge
- Business
- Family
- Sport
- Gate to Transsylvania




Principles for developing Poiana

- Respect Nature
- Education – specially vocational
- Mind Climate Change
- Changing mentality
- Future proof: health, resources, urban-rural
- Sharing economy: COLLABORATE
- People, Planet, Profit
- Stimulate DIVERSITY in space and activities.




1 Formulate the Unique Selling Points and Target groups

- Rivitalize – no stress
- Conferences
- Sporting facilities
- Families: Bring a Relative or a friend
- Going back to your roots- city- Transylvania - Diaspora

Targetgroups: Local, national and international

- Diaspora
- Business tourism
- Healthy ageing (prevention: ref. apple innovations)
- Sporters : (dirtbike community, and long distance hikers)
- Neighbouring Countries (UK, Moldavia, etc.)




2. Marketing / branding /products

- We miss you-you miss us : Use theEmotion
- Brasov Pass – Bring a friend or relative
- Offer as a business trigger: Meet-ups with Mayor
- Landmarks
- Public events and festivals
- Free Wifi
- Local food products
- Merchandise



[reference iamsterdam.com]




3. Live up to the promise:
Implement: Surprise TOURISTS

Invest time and money in quality facilities and programmes:

- Connect with educational programme university & vocational training: House of Hospitality/House of Tourism as testing lab
- Activities/Events: Make a detailed programme/calander
- Involve all tourist operators



POIANA BRASOV CALANDER



Stimulate Entrepreneurship

Goal:

- Increase the mix of entrepreneurs of Poiana (DIVERSITY is KEY)
- Better use of privately owned buildings and areas
- Facilitate knowledge exchange between entrepreneurs in hospitality industry

Guidelines:

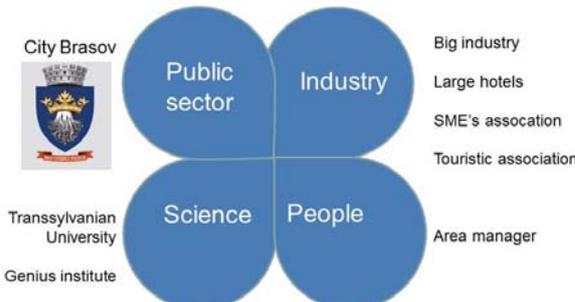
- Involve stakeholders in the business development
- Facilitate Pop ups: stores, restaurants, sport & spa concepts etc.

Actions

1. Cluster Development
2. Set up SME association
3. Coaching by local entrepreneurs and EU partners
4. Attracting EU players like: Regards
5. Facilitate House of Hospitality (link for EU ROC Hospitality Amsterdam; John Fierman)
6. Facilitate start up Hostels



Start formalising economic cooperation. Cluster




Stakeholders involvement

POWERFULL

- Mayor
- Big resort owners

INFLUENCIAL

- SME's
- Universities
- Operators
- Captain of industries with hart for Brasov (other sectors)

CROWD

- Local citizens
- Students
- Older people: people who want to be healthy
- Tourists



Poiana Development Company

Steering group

- Chaired by the mayor
- Big resorts
- SME's Association
- University of hospitality
- Romanian Olympic Committee
- Emergency action

Action by Poiana Area Manager

Responsible for

- Good network of hospitality and leisure industry in Brasov
- Meetings with mayor on update masterplan
- Getting input for Poiana Masterplan from stakeholders
- Day to day: GETTING THINGS DONE



Leverage the development process




Finance Development

- Everybody who benefits from Poiana chips in to ratio of their sum!
- Contribution will be on the base of usage and will be managed **transparently**.
- Added by EU funds
- Social bonds
- Crowdfunding (let the consumer chip in and show indirect where is potential new markets)





The Poiana Development Company

The money goes to:

- Office of area manager
- General promotion Poiana
- Public facilities for the tourist sector:
 - Public space, Parks, general promotion, event organisation, emergency team (just incase some thing happens the help each other)
- Stimulate startups in leisure industry in Poiana: House of Hospitality/ new bike trail test zones/ new transport

The Steering group of the Development Company has key influence on programming of the area as well as investments in roads, sewerage, lighting, drink water and gas infrastructure.




Process Poiana Brasov Planning Area Development Company



- Step 1 Appointment Mayor and APDT association
- Step 2 Diner with potential stakeholders
- Step 3 Appoint trustworthy Area Manager
- Step 4 Routine meeting Area Development Company, chaired by Mayor
- Step 6 City pass and website launch
- Step 7 Start Challenge for Startups for leisure in Poiana
- Step 8 Business Event, getting priority list done
- Step 9 Christmas Celebration; light festival from the City dell to Poiana





Mulțumesc !

Kiitos	Thank you
Terima kasih	谢谢
Paldies	Tack
Teşekkür ederim	Хвала!
Sipas	Go Raibh Maith Agat
Ευχαριστώ	Kia Ora
Dziękuję	Ākka bē
Gracias	Danke
ありがとうございます	Dėkuji
Obrigado	Dalu
متشكراً	Спасибо
Merci	Kea leboga
Daghang salamat	Grazie
Акре	شكر
תודה לך	Благодаря
Medawagse	Bedankt
Cám ón	Kusakililaku
Na gode	E se é

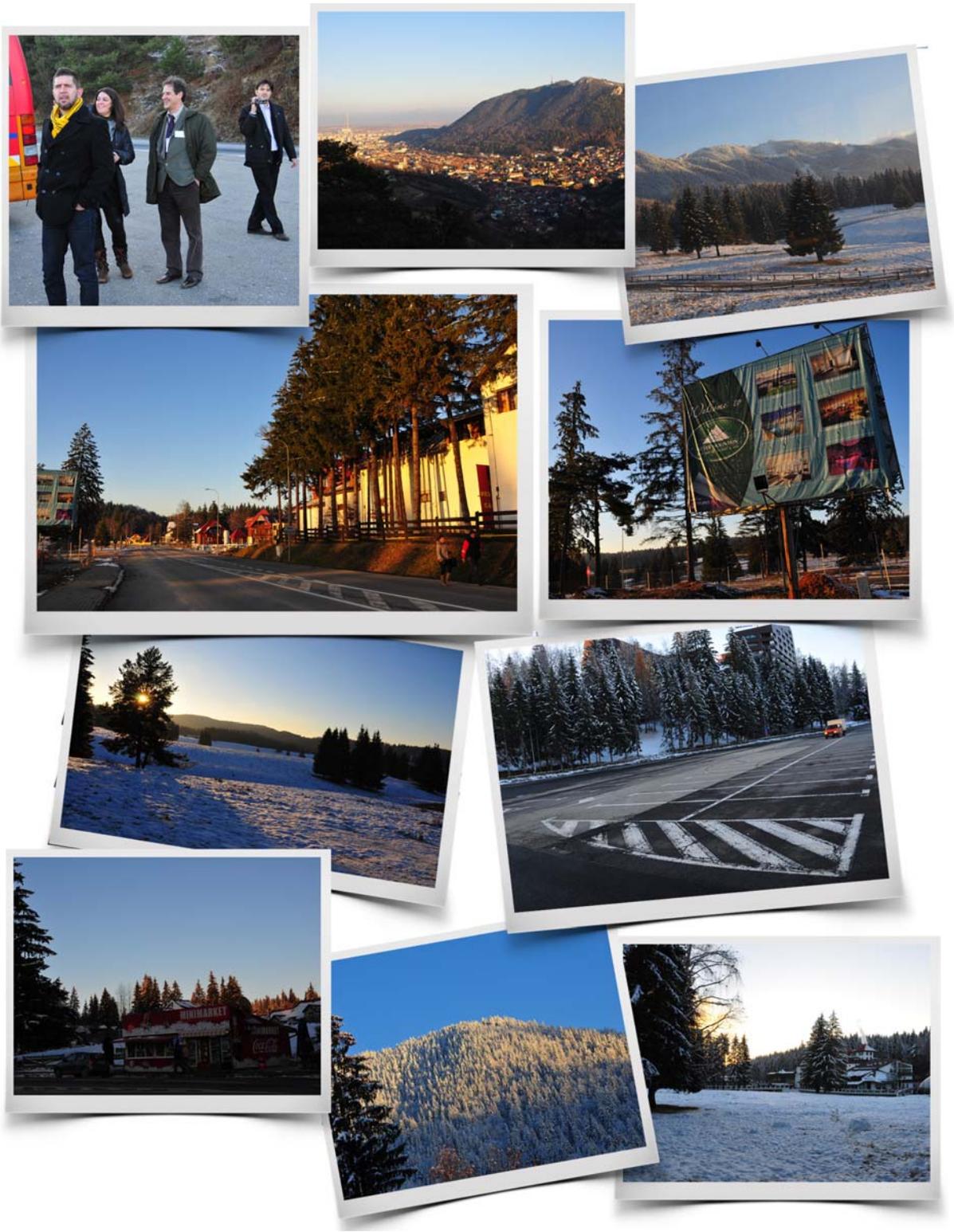


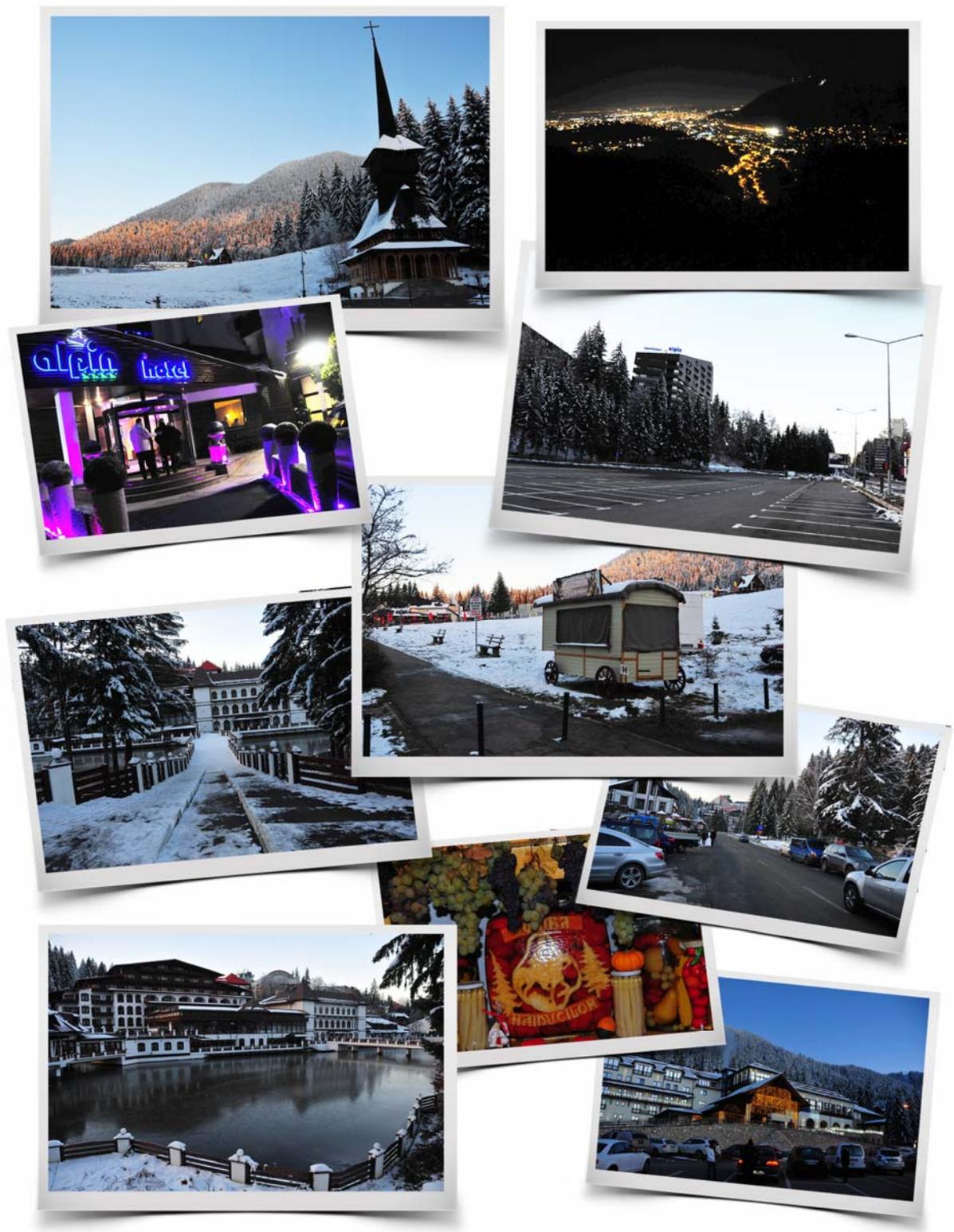

www.iinstitute.nl



E Photo collage











The International Intervision Institute is a product of many years of experience in the IFHP Working Party MILU, Multifunctional and Intensive Land Use (2000-2004) and the Interreg IIIc Operation MILUnet (2004-2007). MILUnet developed into a network of experts dedicated to the generation, collection, exchange and transfer of knowledge on the subject of multifunctional intensive land use as a means to realise more sustainable urban development in Europe. The members of MILUnet were European cities and leading European Research Institutions.

The experiences showed that urban and regional planning professionals are usually closely involved with their own region or city and often miss an objective evaluation of their work. All the cities involved in the MILU projects greatly appreciated the added value of an impartial, non-competitive and professional appraisal of planning problems and potential solutions.

After termination of the Interreg IIIc project, the initiators of MILU decided to continue working with the theoretical framework and the format of the Implementation Lab, that proved to be most productive for the solution of local development problems and for the implementation of strategies focused on multifunctionality, variety, differentiation and intensification.

III is a new initiative, aimed at a continuation of the MILU experience, and at building further on the added value of past experiences of analysis in four continents, 20 countries, and 30 specifically analyzed urban areas.

The goal of the IIIInstitute is to accelerate the development and acquisition of knowledge and competences for sustainable area development in:
urban areas, such as city centres, neighbourhoods, industrial areas, docklands, waterfronts, urban networks and suburbs;
rural areas, including urban/rural fringes, brownfield land, valuable cultural and historical land

The overall aim is to increase sustainable spatial quality. To this end we work from the following principles:

An integrated approach - through interdisciplinary working.

Meeting social needs - by generating support and consolidating interests.

Effectiveness - by interpreting and addressing the problems of each area in its own right.

Upgrading and renewing policies and policy measures - through comparison and evaluation of problem definitions with best practices elsewhere.

The added value provided by III consists of:

Enhanced professional skills.

A stronger elected administration and improved relations.

Accelerated and improved processes.

Optimized outcomes.

Reduced risks

Fresh insights and renewed working methods.

A productive return on the use of resources.

For more detailed information see www.iiinstitute.nl.



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