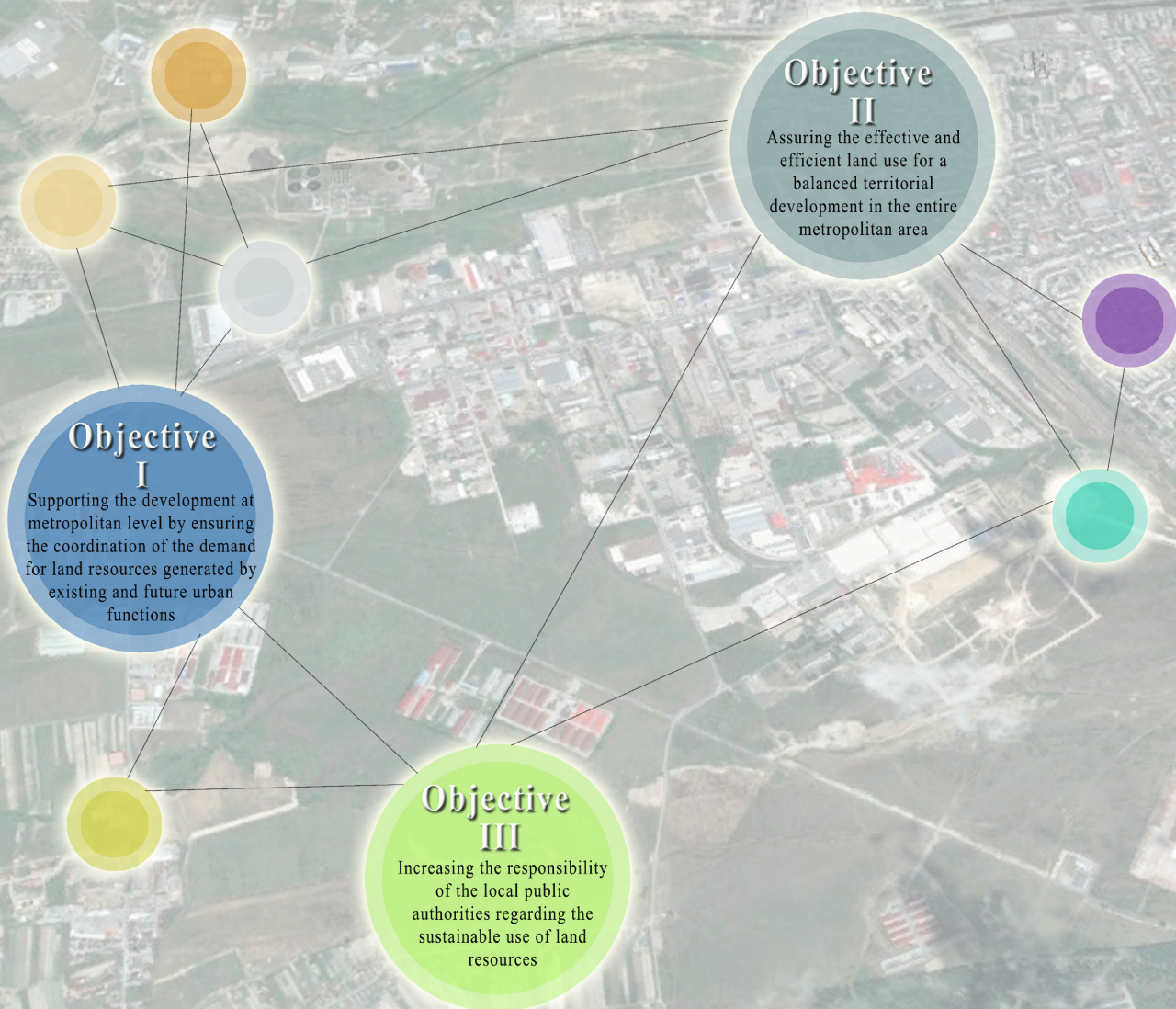


EFFECTIVE LAND USE POLICY IN THE BAIA MARE METROPOLITAN AREA



Projected implemented by: Baia Mare Metropolitan Area, ROMANIA

Lead partner: Municipality of Naples, ITALY

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BAIA MARE METROPOLITAN AREA ASSOCIATION

TITLE OF THE LAP:

LAND USE POLICY IN THE BAIA MARE METROPOLITAN AREA

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Section1: BACKGROUND OF THE LOCAL ACTION PLAN

1.1 DEFINING AND INITIAL CONTEXT OF THE DEVELOPMENT POTENTIAL

1.1.1 Expectations and contributions to the USE ACT Project

The USE Act project focuses on the issues arising from the combination of policies on urban development management interventions for reuse of abandoned buildings and degraded or inefficiently used land.

The USE Act goal is to increase development opportunities in urban areas, by using the existing inner land as efficient as possible, without extending it and thus generating additional consumption of land outside the city.

This can be achieved through integrated policies and instruments designed to improve the management of urban development planning, taking into account the nature of sustainable interventions that can be implemented in order to reuse abandoned vacant or unused urban lands, both in historical areas and in the newly built ones.

Such an approach is oriented towards combating urban wear and supporting its regeneration. Improving the quality of city neighbourhoods and thus the comfort level of citizens can be achieved through the refurbishment of buildings, which will lead to improved socio-economic and environmental conditions, and as a result of these interventions, the local economy will have the resources to overcome the effects of the recession.

Three conceptual pillars were defined that will help analyse the issues addressed during the development phase of the project implementation, which will be integrated and mutually correlated.



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The conceptual pillars refer to:

1. Establishing the general framework in the field of urbanism and urban planning instruments that contribute to the implementation of an effective management of city development, which uses as a mark the braking process of the uncontrolled expansion of urban areas and encourages the regeneration of abandoned and degraded ones.
2. Establishing the legal framework on specific urban regulations and organizational framework that allows the support, the control and management of urban regeneration interventions in a well defined area;
3. Identifying specific tools that facilitate high quality urban interventions which can satisfy the long-term needs of the local community.

3. The main activities of the USE ACT project

The USE ACT Project activities were summed up into 4 work packages as follows:

WP 1 - Project Management.

- coordination of project activities and ensuring adequate financial management for the Thematic Network;
- preparation of support documents which increase administrative capacity: implementation graphs, budget forecasts etc.
- making of financial and progress reports;
- cooperation with the main expert and topic experts;
- cooperation between the project team designated by the Lead Partner and project teams appointed by the partners;
- attending URBACT events: National Training Scheme (each partner), URBACT Summer University, URBACT Annual Conference;



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WP 2 - Exchange of experience and identifying best practice models for the thematic network partners.

- organizing 5 thematic Use Act seminars, a thematic seminar with the participation of the Management Authority / National Authority, a final conference and five bilateral / trilateral seminars;
- transfer of knowledge between partners and analysis of good practice in local land use;
- encouraging the involvement of universities and research institutes;

WP 3 – Activities with impact on local policies on urban and land use.

- Creating a local URBACT support group for each partner;
- Participating of the Local Support Group in URBACT trainings - national training scheme;
- Develop a Local Action Plan - each partner;
- Organizing a meeting for presenting the action plan to the local community;

WP 4 – Communication and dissemination of project results

- Developing a USE Act communication plan and dissemination materials
- Posting information on the website;
- Working with URBACT National Dissemination Point;
- Informing stakeholders and the local community;
- Dissemination of Use Act project results.

Baia Mare Metropolitan Area aims at a close cooperation with its network partners:

1. To gain know-how on land use efficiency and property management ideas

2. To better manage properties fragmentation between different local authorities;





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- 3. To achieve best practice in terms of sustainable development models for the rehabilitation of abandoned/ disadvantaged urban areas;**
- 4. To acquire land use management ideas in the economic crisis, promoting models of "zero consumption of land", and ensuring economic growth at the same time.**



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USE ACT Thematic Network partners:

1. Napoli Municipality (Italia) –
Lead Partner
2. Baia Mare Metropolitan Area
(Romania)
3. Viladecans Municipality (Spain)
4. Barakaldo Municipality (Spain)
5. Buckinghamshire Business First
Organization (Great Britain)
6. Dublin Municipality (Ireland)
7. Nitra Municipality (Slovakia)
8. Riga Region (Latvia)
9. Østfold County (Norway)
10. Trieste Municipality (Italy)

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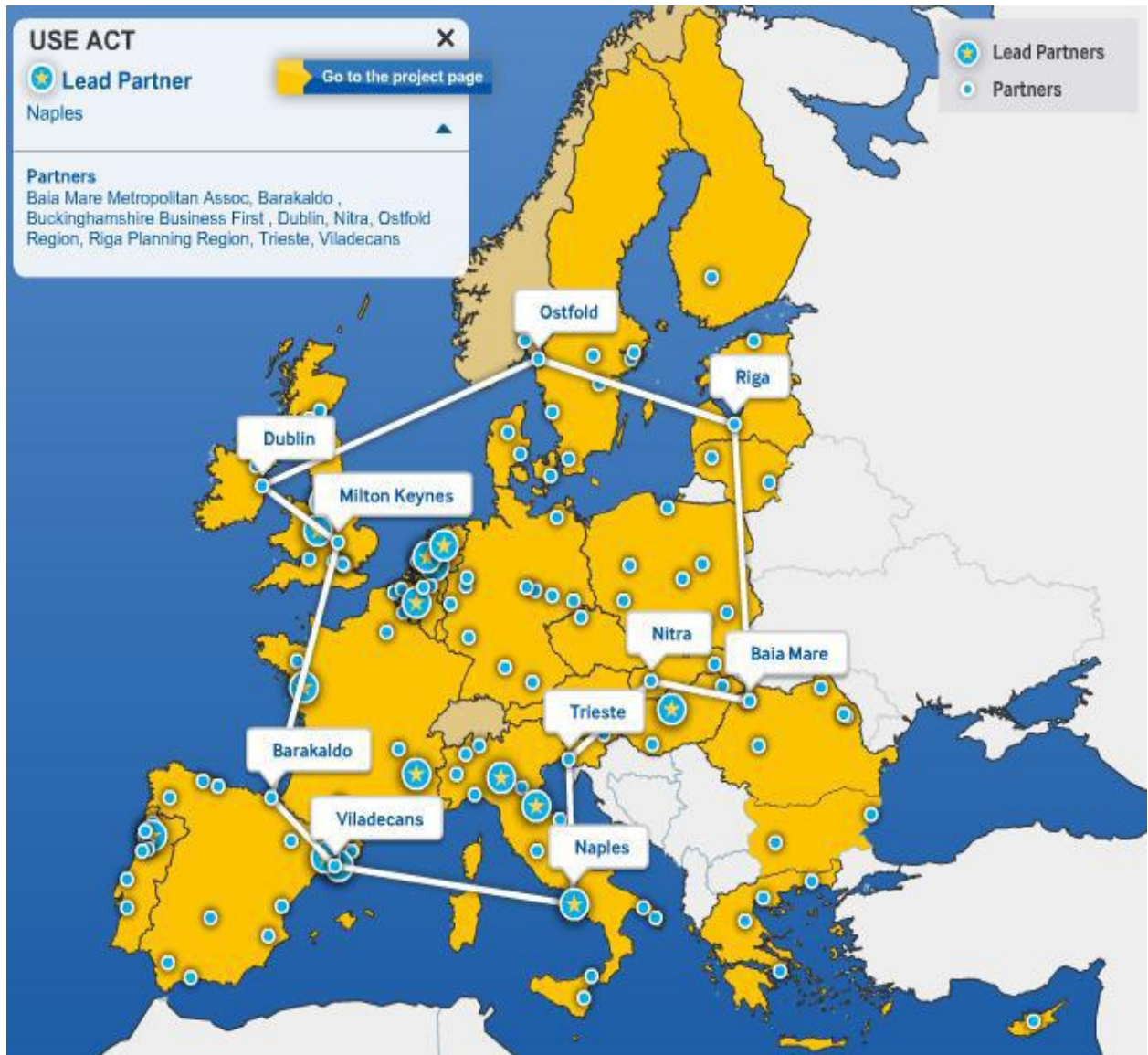


Figure 1 USE ACT Project partners



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1.1.2 Key aspects and opportunities

Baia Mare Metropolitan Area has grown rapidly during the transition period following the communist regime. This caused major problems due to the large number of abandoned industrial and mining areas and planning tools have proven to be ineffective, leading to the occupancy of new land.

Presently, the development must face internal and external pressures: international pressure caused by globalization, the enlargement of the EU and the corresponding increase in the territorial competition.

In particular, a metropolitan area management approach is considered as a strategy to reduce social and economic pressures and imbalances between different regions, and therefore, a tool that helps to increase investment attractiveness of the area.

In short, the main problems related to land, highlighted in the Baia Mare Metropolitan Area, are:

- Large number of brownfields (mostly mining settlements), due to changes in the industrial sector, after the communist era;
- Management processes, reorganization and fragmentation of community land management creates problems because of the multitude of planning and regulatory instruments that have failed in the efficient use of land (expansion, etc.)
- The fragmentation of land ownership in Baia Mare and other neighbouring localities, which creates difficulties in efficient use of land and the development of new industrial and economic areas.

The challenges that the Baia Mare Metropolitan Area is facing are:





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- the need to identify and develop integrated policies in order to achieve "sustainable rehabilitation" in disused areas;
- integrated approach to spatial planning, strengthening the role of the Association in connecting the city to other towns in order to increase the efficiency of land use beyond administrative borders.

Currently, there is a great need for social housing and local government encourages new construction. The municipality aims to also support preparing land for new investments and development projects. Moreover, other interventions that could be affected by the construction sector would be improving and upgrading existing assets in order to increase the energy efficiency of buildings.

In relation to these objectives, the potential of the metropolitan area in terms of USE ACT themes is based on:

- The possibility to access structural funds for decontamination and restoration of polluted lands, in order to prepare them for reuse and new functions;
- Private sector involvement in the development of industrial areas through public-private partnerships.

1.1.3 Planning tools and strategies to support interventions and management of urban growth

As required by the law governing zoning and town planning, every metropolitan area must develop a territorial strategy and an operational plan for metropolitan landscaping.

Locally, the urban plans of localities which are part of metropolitan associations must be included in the general urban metropolitan plan.

More details are included in the plans below:





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- **Baia Mare Metropolitan Area Strategy for 2010 – 2020**

The strategy developed for the Baia Mare metropolitan area by the member communities, aims at intercommunity cooperation on various topics such as land management at metropolitan level, industrial development and the public the shipment.

Metropolitan priority projects: Baia Mare Ring Road, development and creation of a Metropolitan Industrial Park, Metropolitan Public Transport System.

- **Sustainable Development Strategy of Baia Mare City**

The overall strategy includes the city of Baia Mare and targets interventions on public services and network facilities (rehabilitation of water and sanitation system), and on improving the transport network. This tool is supported by the Baia Mare city administration, in collaboration with the public and local businesses.

- **General Urban Plan of Baia Mare City**

The plan is to manage the administrative territory of Baia Mare, building activities and land use section (green areas and brownfields). The plan is a tool for managing urban growth regulators (regulation, regeneration of urban areas) and the protection of open spaces.

- **Integrated Urban Development Plan of the Baia Mare City (IUDP)**

The plan, to be implemented through urban projects by 2015, is managed by the City of Baia Mare with public participation and local companies. This plan aims to rehabilitate the Vasile Alecsandri neighbourhood. The plan is focused on interventions on different infrastructure: road network, public transport, green spaces and focuses on the areas to be reclaimed and social problems in the urban areas where adequate infrastructure can be plan and specific social policies can be implemented.



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- **Local Urban Planning Regulations**

These regulations are found in the urban plans of each of the 19 localities that form the metropolitan area. The plans monitor all of the aspects of building and construction by regulating the design characteristics and maintenance management.

Furthermore, the regulations refer to:

- underused / unused or damaged lands and buildings that require rehabilitation in order to ensure the safety of citizens and improve urban appearance of the locality;
- facilitating the transfer to public domain of buildings that are part of a sustainable urban redevelopment;
- urban area functions - green areas, residential areas, protected / restricted (historic) areas, rivers;
- directives and functions of metropolitan areas (housing, industrial, commercial, tourism);

1.1.4 Overview of experiences on urban transformation

Baia Mare has already developed some projects for reuse and regeneration of deprived urban areas:

- Within the **European Project LUMASEC** (Land Management for Sustainable European Cities-URBACT II), Baia Mare has developed the Urban Area Plan developed for Ferneziu neighbourhood, where factories could be refurbished (Romplumb factory and Herja mine).

As for this territory, the basic idea of the project was to create tourist attraction areas and to support the tourism sector at urban level.

- **MBC - Millennium Business Centre Project** is considered a model for urban regeneration in Baia Mare and Romania. This regeneration intervention was developed in the last decade to





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rehabilitate and manage functional changes in some areas of the historical center that is under preservation.

Environmental interventions were arranged so as to support local communities and local entrepreneurship, encouraging small and middle sized enterprises to settle in the area.

The renewal aimed in particular:

- rehabilitation of the business spaces in the historic center, focusing on the redevelopment of buildings and open spaces, encouraging the change in destination of space;
- renewal of transport infrastructure and utility networks;
- developing sustainable mobility networks (routes for cyclists and pedestrians) and network technology
- creating a community that supports and consults those involved in the economic sector and businesses;
- managing of new infrastructure by appointing a private administrator to manage public infrastructures that are established or renewed during the project, on the long-term.

1.2 STRATEGIC OBJECTIVES OF THE LOCAL ACTION PLAN

1.2.1 Summary of the Baia Mare Metropolitan Area

Law 215/2001 on local public administration, republished, (Articles 11 - 13), recognizes the right of territorial administrative units to form community development associations with legal personality under private law and public utility.

According to the amendments to Law 215 Law 264 dated 15th of December 2011, the Metropolitan Area was defined as an Intercommunity Development Association established based on partnership between the Capital City of Romania and tier I cities or county capitals and territorial units in the immediate area.



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The Law 351/2001 on the National Spatial Plan, as amended by Law 264/2011, Article 7 provides that for the balanced development of the territory around the Capital City of Romania and Tier I cities or county capitals, the basic administrative units in these areas may associate in a voluntary partnership for the establishment of metropolitan areas related to urban space.

Thus, according to the specified legislative changes, all county capitals can constitute metropolitan areas, by associating with localities in the neighbouring area. In this context, in April 2012, Baia Mare Metropolitan Area was established, under the new legislative provisions, and with the accession of new settlements.

Currently, Baia Mare Metropolitan Area is composed of 19 municipalities, as follows:

1. **City** of Baia Mare
2. **Towns:** Baia Sprie, Cavnic, Seini, Șomcuta Mare, Tăuții Măgherauș
3. **Communes:** Cernești, Cicârlău, Coaș, Coltau, Copalnic Mănăstur, Dumbrăvița, Groși, Mireșu Mare, Recea, Remetea Chioarului, Satulung, Săcălășeni, Valea Chioarului

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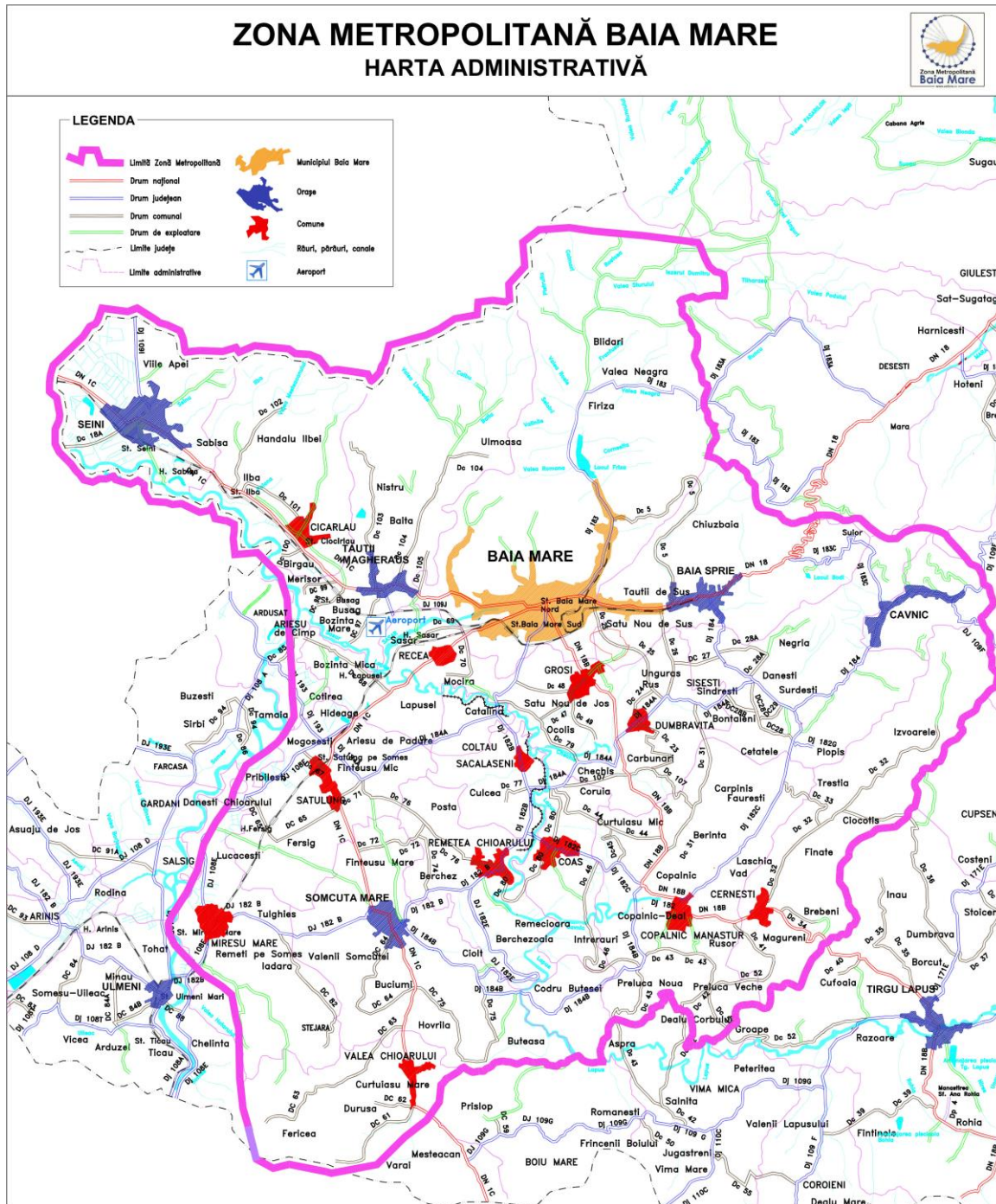


Figure 2 Baia Mare Metropolitan Area map (source: www.zmbm.ro)

The total population of the Baia Mare Metropolitan Area, according to the census of 2012, is 215,932 inhabitants and its area is 1,388 km².



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Development Vision

The development vision of the Baia Mare Metropolitan Area is based upon the opportunities that the integration into the European Union creates for the local potential. The purpose of this vision is to aggregate socio-economic objectives formulated by the association of partners with national and regional priorities and the changes taking place today in the spatial, social and economic dynamics of the area, leading ultimately to:

- An economically competitive territory dominated by clean productive activities (transfer zones and technology parks) and tourism;
- A place comfortable living in a clean, accessible public services and utilities;
- An attractive destination within the multicultural European landscape through various modes of expression: language, music / costumes, architecture, gastronomy.

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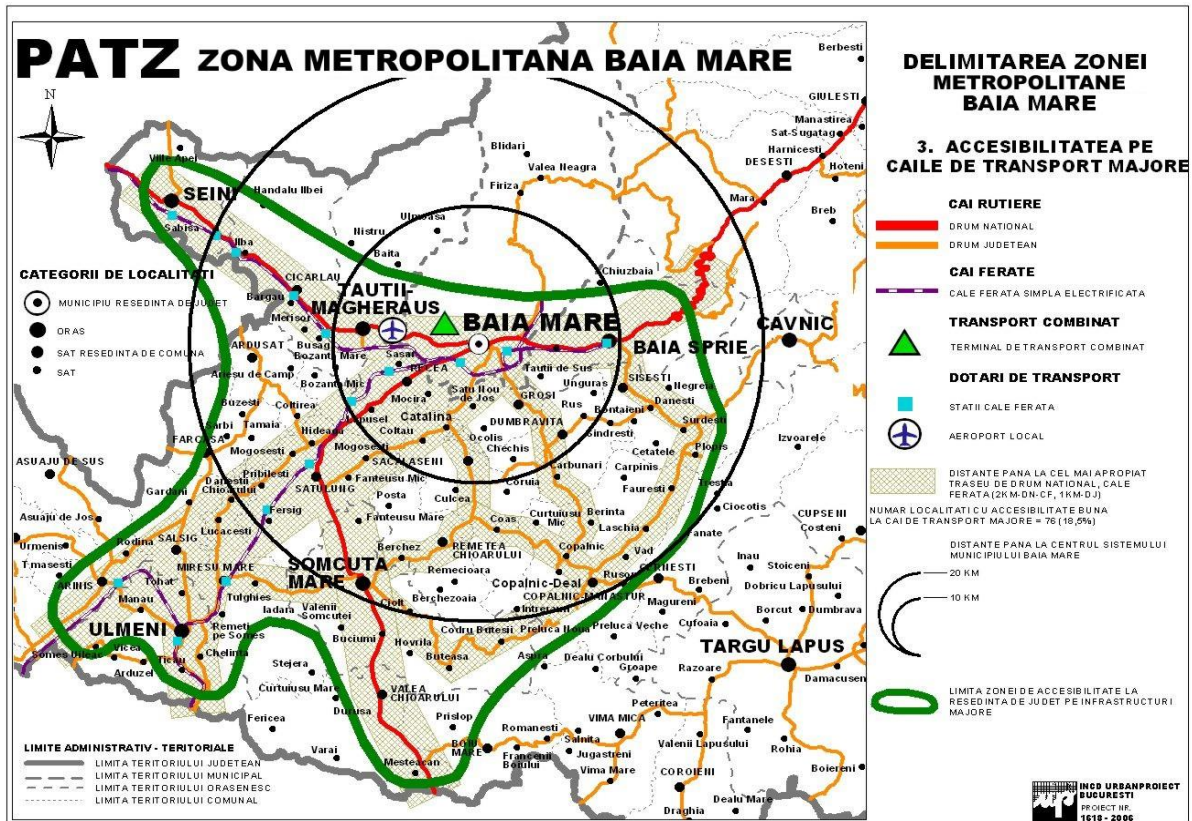


Figure 4 Local context of the metropolitan area (source: Metropolitan Territorial Plan)

The **Intercommunity Development Association <Baia Mare Metropolitan Area>** aims at a sustainable development of administrative-territorial units forming the association and their surrounding areas through the execution of joint development projects with areal or regional interest and the provision of common public utilities. The main objectives under the articles of incorporation are:

- Sustainable development of the entire metropolitan area and all administrative units composing the Association;
- Improvement and development of transport infrastructure, telecommunications and energy of the territorial administrative units composing the Association and the entire metropolitan area;
- development, upgrade and improvement of public utilities services:
 - local public transport;



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- lighting;
- sanitation ;
- management of public and private property of the administrative territorial units;
- d) Integrated economic development;
- e) Development of tourism and of the tertiary sector;
- f) The development of new residential areas, according to European standards;
- g) Development of human resources, increasing the employment rate and combating social exclusion and social imbalances;
- h) The efficient and integrated management of the potential of the area;
- i) Removal of disparities between municipalities in terms of indicators and level of equipment provided by Law 351/2001;
- j) Attracting new investment and increasing access to resources;
- k) To develop programs and projects alone or in partnership;
- l) Develop strategies, programs, specialized studies and surveys in order to inventory problems that the population and the different categories of citizens in the metropolitan area are facing;
- m) Promotion of integrated and efficient solutions to social housing, active participation in programs of creating jobs and improving the overall standard of living;
- n) Promoting private and public investment for the sustainable development of the metropolitan area and of the administrative-territorial units that compose it.

1.2.2 Conceptual aspects of land use policy

Land Management - as part of urban management, discusses the performance of the relations of the land market mechanisms with urban development planning, as well as means of recovery of the benefits of growth through the tax system. Essential for perceiving the difficulty of land management is to understand the monopolistic nature of the land, given the location and character of its unique physical attributes.



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The lack of urban land policies, or ad hoc formulation of such a policy creates distortions in the urban economy. A national policy on urban and sub-urban land aims to ensure an efficient, equitable and sustainable functioning of property market, in terms of the environment. To implement such policies, eliminating the distortions in the land market are needed, and to establish an efficient system of management tools for the use and protection of land.

This system will consider:

- Protection of sensitive land resources;
- Management of land vulnerable to natural disasters or human-induced calamities;
- Conserving unused spaces;
- Discouraging territorial expansion;
- Protecting farmland.

In this context, it is necessary to ensure a viable land management procedure, leading to a more efficient implementation of public and private investment in the urban development process. To manage urban land in order to achieve equity and environmental objectives requires a series of policies and instruments that guide and motivate the behaviour of actors in the land market.

These tools will influence the market (for example an increase in offers by removing excessive regulation, infrastructure development, or improving cadastral information), or will affect land management process through effective regulations, grants and basic information.

In a market economy, land acquirement is based on an economic competition between groups.

Powerful economic groups may acquire land very close to their standards. In contrast, weaker economic groups have to pay high prices for the land they need, located on sites less attractive.

Land use policy is part of the urban development policy and aims to maximize the socio-economic development of urban land use. Because land is by nature a good needed by each



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individual, but is also a natural resource at a national level, land policy reaches social, economic and environmental aspects, but also aspects regarding subsidies for social housing, local tax system and financing urban infrastructure programs.

A policy of land defined by a political, institutional, technical and financial context refers to actions for solving certain problems relating to the administration and management of the land. These problems are caused by the lack of land equipped for the process of urbanization and inability of economic groups to pay the price of the land.

Land Management: Managing land includes guaranteeing and ensuring the safety of ownership, supports property tax claim forms, provides mortgage security, improves urban planning and capital investment in infrastructure, supports the management of environmental issues, protects public lands and provides statistical data.

Monitoring land administration helps make land management reforms, reduces conflicts in ownership and land use and pursues and develops the functionality of land markets.

The land management process includes recording and disseminating information on the property, the amount and types of land use and its associated resources necessary for territorial planning activities, and maintaining an efficient land data base and best practices.

Interaction between land price and competition between urban land use patterns lead to the urban structure viewed from a spatial configuration and distribution point of view:

a. Concentric model of arrangement of urban areas:

- the central area with offices, in detail trading, cultural and social activities.
- transition areas, such as warehouses, impaired industries, food markets, deteriorated housing stock;



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- housing area for lower and middle income groups, including areas with insignificant trade activities and small industries;
- enclave housing for high-income groups with good transport links, attractive natural positioning, recreational land, commercial centres, educational and health centres, mostly private;
- transition zones outside the city, with new lots, illegally invaded land, industrial plants, agricultural activities.

b. Sectoral and polycentric models:

- developed in accordance with transport corridors and specific ecological succession patterns of land use
- decentralization of commercial functions related to the size of cities, changes in technology and in the structure of regional transport.

The land management process ensures a positive effect in terms of land resource use and economic environmental protection. Land management includes planning of urban and agricultural land use including forms of planning and management of properties, forms of ore extraction, addressing fields such as the transfer of property, the mortgage and investment decisions, evaluating the value of property, utilities and public services, existing resources natural, environmental impact assessment, monitoring existing land use forms which affect its best use.

Institutional aspects are related to the need and interest to maintain or develop land, issues that are often contradictory. Information on land or resources are necessary for knowing its physical and financial aspects, needed by the departments for public authorities and institutions such as agriculture / forestry, education, environment, finance and economics, health, transport infrastructure, housing, and internal administration, justice .



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The private sector shows interest through planners, architects, banks, builders, entrepreneurs, economists, engineers, owners, lawyers, appraisers, marketing specialists working areas, realtors, property managers, etc.

Information on land must be used in the standard forms for collecting and processing. The institutions involved in land management aim at speeding up the process of registration of property titles, at preventing the issuance of duplicate, facilitating access to data on land, easy distribution of such data to the actors in the land market, facilitating monitoring and evaluation of market values (transactions, rents) and ensure quality control mechanism of the use of such data.

1.2.3 The need for land use policies in a metropolitan area

Considering the economic development strategy and attracting investors, the localities of the Baia Mare Metropolitan Area face an unreasonable extension of their inner area. The lack of an effective land use in the present inner area led to the allocation of new land outside their limits leading to the use of agricultural land (greenfield).

According to a situation analysis on building density in the towns of the metropolitan area, it was observed that apart from Baia Mare, the localities do not feel the need to extend their built place, but need a more efficient use of the existing land. The need for land use policies results from the following considerations:

- a. **Inadequate regulations on urban planning:** In many cases, excessive regulations reduce the urban land supply and rise purchasing costs, but insufficient regulation may lead to overgrowth, improper use and thus lowering property value. By reducing the amount of land on the market excessive regulation and development standards, land costs increase and the access to land for people with lower incomes is restricted for the desired sites, leading to the environmental risks previously identified. On the other hand, the lack of effective or insufficient regulations presents a major risk in



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the occupation of protected or vulnerable land, the inappropriate use of urban land, with direct consequences on the natural environment or the property value.

- b. Insufficient information:** Lack of information on land resource makes it difficult for the administration to regulate development policies, or to protect the land. Also, the lack of real data and real time transaction may lead to distortions in the land market, as the system may have negative implications for collecting taxes and in the financing system of public utilities.

Without real information on the land (occupation rate, density, utility), the public administration can not realize a real planning on development, cannot formulate effective policies and can't set regulations for the use of land and protection of valuable property.

- c. Instability of property titles:** the lack of clear property titles, registration of property (real estate cadaster) induces distortions in the land market. This distortion is manifested by the fact that the properties in dispute cannot enter the market, and the lack of clear property titles prevents access to bank loans.
- d. Lack of infrastructure endowment:** The fitting of infrastructure (roads, utilities, etc.) is essential in land development. The lack of infrastructure makes the land unattractive for investments. The inability of local authorities to equip land with infrastructure and services is largely due to deficiencies in the management of human and financial resources required.
- e. The inefficiency of the tax system:** An inefficient tax policy can encourage territorial expansion, with repercussions on infrastructure costs. Investments will be made in peripheral areas, where the taxes are low, putting pressure on the supply of public utilities.
- f. Low institutional capacity:** Institutional capacity is ultimately the one directly influencing the performance of local government in urban land management. This means, at a local level, the lack



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of expertise in land, insufficient human and financial resources, and lack of private sector involvement in land use planning.

At central level, the lack of coherence of the legal framework and the lack of a national policy on land or a guide for local policies constrains local institutional development.

Conclusion: The need for an integrated land use management

The problems identified require public intervention. Without effective policies and regulations, private actors do not take into account additional costs and externalities of their own decision to develop (or not develop) a land.

At the same time, public policies and regulations should facilitate the action of private actors in the land market, with direct effects on urban development. Urban development plans need to use land management elements through which to find a balance between urban development and environmental protection and ensure the proper functioning of the market.

Protecting the environment and natural resources involves:

- (1) restricting development in specific areas with control means, development standards, or special taxes,
- (2) encouraging the use of sensitive land or protected property with specific incentives and control
- (3) improving environmental management by offering urban infrastructure that minimizes the use of external land, and guides towards the development of suitable land.

Improving the function of the land market means:

- (1) development of infrastructure to attract private investment and encourage increased density



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(2) the formulation of minimum regulations, with clear and transparent procedures that require less administrative involvement.

1.2.4 Land use policy objectives

Issues relating to land directly influence socio-economic development, urban growth, poverty reduction and the work system of the administration. A land use policy supports the sectoral policies such as economic development, housing and influences the environment directly. The objectives formulated for the strategic framework dealing with the incorporation of land management are designed in order to coordinate the mentioned issues.

- General objective no.1: Supporting the development in urban and metropolitan land supply by ensuring the coordination of demand from existing and future functions

- General objective no.2: The efficient use of land to ensure a balanced territorial development for the involved localities as well as for the whole metropolitan area

- General objective no.3: Increasing the involvement and responsibility of the local public authorities regarding the sustainable use of land resources

1.2.5 Principles of land use policy

The principles at the base of the land management process are:

■ **The principle of participation and transparency:** nongovernmental organizations, the private sector and local authorities contribute to the planning of public policies of urban development in general, and of lands in particular.



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- **The principle of continuity and coordination:** the process of urban planning includes the update of the current policies of the public authorities and institutions as well as the coordination with other initiatives.
- **The principle of responsibility:** urban planning and the use of tools affecting the land market is a process oriented towards results. Responsibility is present in all levels of public administration.
- **The principle of subsidiarity:** in the planning and decentralization of urban development tasks the level of government best suited to implement public policies on land is assessed.
- **The principle of good governance:** public authorities and institutions shall establish clear and effective actions based on quality objectives and actively prepare to have the ability to foresee and respond quickly to changes and demands arising in the urban land market mechanism.
- **The principle of cooperation:** public authorities and institutions responsible for formulating and implementing policies must prove their readiness for cooperation with other public institutions, as well as with civil society organizations interested in or affected by a particular public policy initiative, thereby ensuring a coherent conception of the objectives to be fulfilled and the measures to be taken.



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1.3 SWOT ANALYSIS ON LAND USE FOR BAIJA MARE METROPOLITAN AREA

STRONG POINTS	WEAK POINTS
<ul style="list-style-type: none"> - Territorial cooperation between localities members of the Metropolitan Area; - Existence of functional metropolitan governance mechanisms; - Development Strategy of the Baia Mare Metropolitan Area 	<ul style="list-style-type: none"> - Residual soil pollution - Fragmented land ownership - The improper use of the land inside the localities - Outdated and uncoordinated urban plans - Lack of cadaster in the metropolitan area - Lack of local and land use policies in the metropolitan area
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> - The structural funds allocated to Romania and funding programs for the 2014 - 2020 period; - Existence of national and regional strategies for territorial development; - The Development Concept 2010-2030 for the Metropolitan Area; - Local Action Plan on land use policy 	<ul style="list-style-type: none"> - Instability of legislation with negative effects on future development plans; - Lack of consensus on the priorities of territorial development; - Insufficient local expertise in land use management - Divergent interests of the members of the metropolitan area on land use policy

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1.4 INTEGRATING THE LOCAL ACTION PLAN IN THE DEVELOPMENT STRATEGY OF THE BAI A MARE METROPOLITAN AREA

Baia Mare Metropolitan Area has a Development Strategy for the 2012 – 2020 period, agreed by all the members and approved by all City Councils, as well as a package of programs and projects for the programming period 2014 – 2020. To develop them, a Concept of Development for the Metropolitan Area was created for the 2030 time period that splits the area into two development regions, as follows:

Development concept of the Baia Mare Metropolitan Area 2014-2030

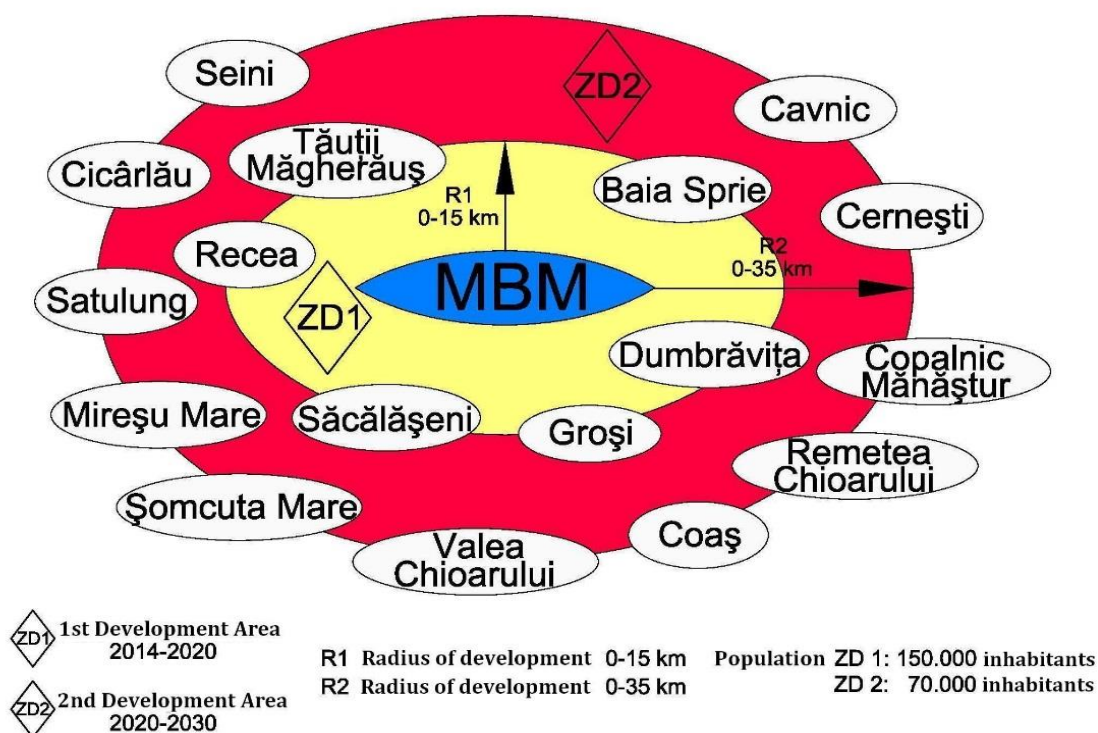


Figure 5 Metropolitan Development Concept, (source: Metropolitan Territorial Strategy of Development 2014-2030)



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Also, in the first development area a Development Corridor (DC) was identified crossing these localities: **Tăuții Măgherauș, Baia Mare, Recea, Groși, Baia Sprie**, which concentrate the most important local companies (Adiss, Optibelt, Weidmuller, Eaton, Metro, Arabesque, Real, Praktiker, ATP Exodus, Aramis, Italsofa), transport and business infrastructure (Airport, Customs, Local public transport, Ring Road).

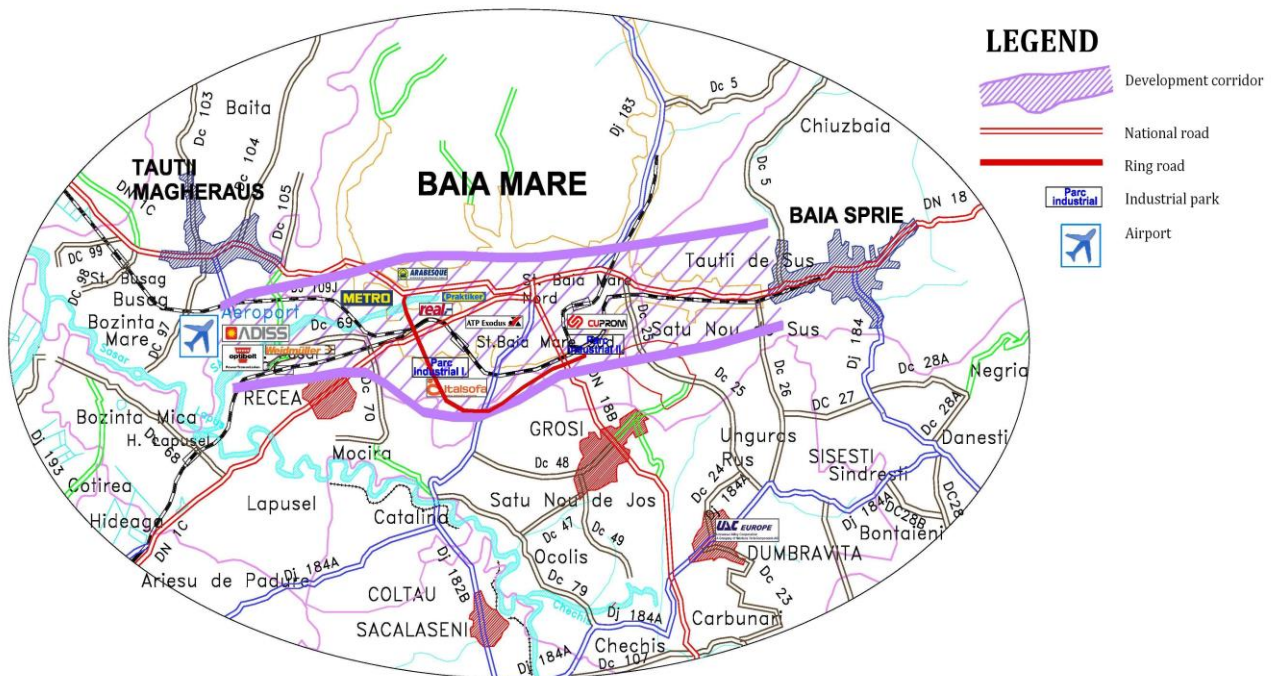


Figure 6 Baia Mare City Functional Urban Area (first area of development)

source: www.zmbm.ro

To implement the Development Concept, BMMA is taking into account the problematic of spatial planning, being part of the STATUS Project - **Strategic Territorial Agendas for „Small and Middle – Sized Towns” Urban Systems**, financed through the South East Europe Transnational Cooperation Programme. The primary objective of the project is developing urban/



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metropolitan integrated strategies, leading to the reduction of territorial disparities and a rise in the competitiveness of urban systems.

Within this project, the Association will elaborate and adopt the Integrated Territorial Strategy of the Baia Mare Metropolitan Area, with the role of facilitate the access to European structural and cohesion funds for the 2014 – 2020 time frame and beyond.

The most important programmes, ongoing or about to start are:

1. Increase accessibility and mobility within the metropolitan area;
2. Local Economic Development in the Metropolitan Area;
3. Decontamination and cleaning polluted sites and placing them in the economic circuit;

The most important projects for the 2014 – 2020 time frame are:

1. Upgrading and development of the metropolitan transport system;
2. Upgrading and expansion of the Ring Road going around Baia Mare;
3. Developing business support infrastructure: industrial parks, business incubators, exhibition center;

In this context, **an immediate priority is to create several industrial parks in the area of Development Corridor**, providing the necessary infrastructure and fiscal incentives to potential investors. The location of these parks can be made as follows:

-Industrial Park in the South Area of Baia Mare City, in partnership with landowners, respectively Dumbrăvița and Recea Communes, with an area of approx. 100 ha, which would allow the making of an Exhibition Center, Business Incubator and plots of land for investors.

-Industrial Park in the East Area of Baia Mare City, in partnership with the Baia Sprie town and eventually the companies who own the land on the former industrial site, with an area of approx. 50 ha, but an environmental remediation of the land is necessary.



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Another priority is the development of the metropolitan transport system that will contribute decisively to increase mobility and accessibility in the Metropolitan Area. Thus, one of the priorities is to develop a Mobility Plan of the Metropolitan Area, a strategic document that will be integrated into the General Urban Plans of localities members of the Association.



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2 SECTION 2. INTEGRATED LAND USE POLICY

2.1 GENERAL STRUCTURE OF THE LOCAL ACTION PLAN – OBJECTIVES AND PRIMARY ACTIVITIES

PARTNER: Intercommunity Development Association “Baia Mare Metropolitan Area”

LAP TITLE: Effective Land Use Policy in the metropolitan area of Baia Mare City

Objective 1

Integrated land use management, as part of territorial planning, for the localities members of the metropolitan area.

Objective 2

Reduction of greenfield land take and uncontrolled expansion of settlements, through the efficient use of vacant land.

Objective 3

Increasing the attractiveness of underused industrial land, in order to attract economic investments.

Activity 1.1

Presenting problems arising in land use, in the absence of an integrated land use policy.

Activity 1.2

Identifying the factors that leading to the efficient use of the land.

Activity 1.3

Presenting solutions to increase effective and efficient use of inner land.

Activity 2.1

Identifying the causes that lead to excessive consumption of greenfield land on the periphery of towns that lead to the expansion of the localities.

Activity 2.2

Presenting a scenario of this expansion and long-term effects on the development of local communities.

Activity 2.3

Formulate a set of recommendations to reduce the land take.

Activity 3.1

Identifying and presenting problems that blocked the development of the South Industrial Area of Baia Mare City.

Activity 3.2

Presenting solutions to enhance the attractiveness of the area through efficient use of existing land.

Activity 3.3

Presenting the benefits of creating a Metropolitan Industrial Park, for concentrate the investments, in order to avoid future land take.



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2.2 ANALYSIS OF THE MATTERS COVERED IN THE LOCAL ACTION PLAN AND IDENTIFYING SOLUTIONS

2.2.1 The consequences of the lack of integrated management regarding the use of inner land of the localities.

Analysing urban planning documents which regulate spatial planning of the localities which are part of Baia Mare metropolitan area, an excessive expansion in relation to the number of inhabitants was found. A direct consequence of the extension is the use of agricultural land from the edge of the localities.

Moreover, in time, this phenomenon generates high costs for the expansion of the urban networks towards the outer areas that were included in the inner areas. By analyzing the degree of occupancy of the urban areas with constructions, the existence of a large number of free parcels in the inner area of the localities was found.

Therefore urban land supply could respond to market demand without the need for allocation of land outside city limits.

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Effective land use policy in the Baia Mare Metropolitan Area

The tree of problems on land use

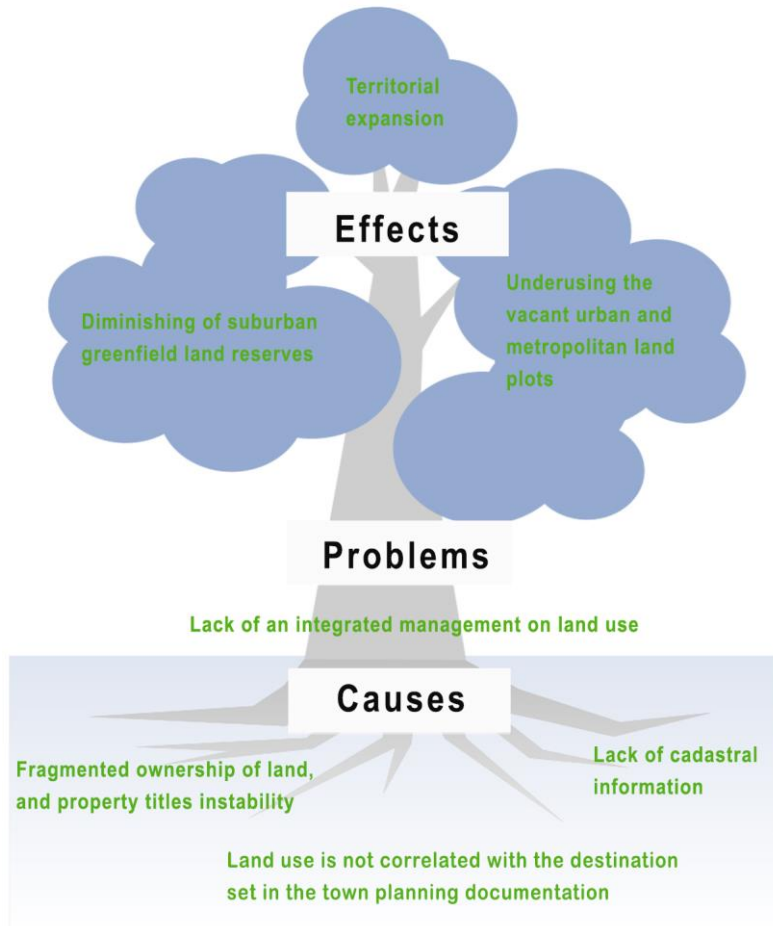


Figure 7 The tree of problems on land use (source: study authors)

2.2.2 Identifying problems that prevent the efficient use of inner land of the localities members of the Baia Mare Metropolitan Area

Inner land is facing a number of problems that hinder its decided use as set by the General Urban Plan. The problems identified and some recommendations that would help increase the attractiveness of land are presented below.



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Identified problems

- **Lack of cadastral information.** Cadastral documentation provides information on land use category, size and nature of the property.
- **Fragmented ownership of land, and property titles instability.** Fragmented property refers to land that has several owners, who often have different interests.
- **Land use is not correlated with the destination set in the town planning documentation.** For example, land destined for housing or production areas and services are used as pastures. High costs for the operation of changing the land use category discourage owners to update the data in the cadastral documentation.
- **The local infrastructure requiring upgrade.** Undeveloped urban infrastructure or lack of urban land can be unattractive. The need to connect a land to urban utility networks lowers its market value and raises the amount of costs for investments in the land.

2.2.3 Case study on the efficient land use, in the South industrial area of Baia Mare City

To better understand the need to implement an integrated management on efficient urban land use, a case study on the South Industrial Area of Baia Mare City was proposed.

An analysis on current situation and planning documents which have governed this area is taken into consideration in order to identify factors that have prevented the efficient use of land here. Also, it is desired to formulate a set of recommendations to increase the economic attractiveness of vacant land in this area.



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2.2.3.1 Data on the studied site

The South Industrial Area of Baia Mare City is part of the *Area of Production and Storage Activities* regulated under the General Urban Plan, and is intended for logistics activities, services, industry and transport, trade and long range services. Overall, the South Industrial Area has experienced significant economic growth in recent years due to the investor's interest in production and storage units.

The main companies that have invested here are:

- **ARAMIS SRL**, mattress processing plant, located in the north-east of the South Industrial Zone. The first plant was built in the area in 2006 and has a turnover of 120,000,000 euro and a total of 2909 employees (2012). The company is currently building a second factory production unit located in the south of the existing proximity
- **ITALSOFA SRL**, located on the eastern boundary of the South Industrial Zone, has a turnover of 74,000,000 euro and a total of 1,447 employees (2012).
- **ATP EXODUS**, car dealer, is located on the western edge of the South Industrial Zone and has a turnover of 16,000,000 euro and a total of 149 employees (2012).

The central and northern area is also occupied by buildings specific to industrial and manufacturing areas, belonging to various businesses. The Southern Area, delineated by the city ring road, national road DN 1C, and the railroad, remained undeveloped over time, the land here being unbuilt.

As for the Development Strategy of the Baia Mare Metropolitan Area, the South Industrial Area is located in the corridor of development. Also, this area is of interest for the city for the development of business support infrastructure: industrial parks, business incubators.



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Accessibility:

The studied site is at a distance of about 4 km from the center of Baia Mare City (at north). To the south it borders Recea village being at a distance of about 1.60 km from its center. Near the south – east Groși village is situated and the community center is located at a distance of 3.60 km from the study site

Roads:

The studied site consists to the north - east of infrastructure requiring upgrade. The infrastructure provides access to the National Roads with the route Baia Mare -Satu Mare and Baia Mare – Cluj Napoca, at a distance of 1.8 km.

The Baia Mare City Airport is located at a distance of 2.6 km from the studied site. The airport can be accessed through city ring road, continuing with the DN 1 C National road.

Urban Networks:

The studied site is crossed at the southern boundary by city ring road, by the natural gas transport infrastructure, which occupies an area of 74,748 square meters (7.4 ha). The overhead electricity transmission infrastructure, located in the eastern half and the northern boundary of the site studied, occupies an area of 66,313 square meters (6.6 ha).



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The results, in terms of occupancy of the land, are as follows:

Overview	Area	Area
Specification	-m ² -	-%-
Transport roads	1.787	0,29%
Transport infrastructure for electric energy	66.313	10,85%
Transport infrastructure for natural gas	74.748	12,23%
Construction area	468.569	76,64%
Total	611.417	100,00%

Table 1 Land occupancy in the South Industrial area of the City (source: study authors)

The picture below represents the graphic representation of the situation, with the identification of land ownership status, main roads and road traffic routes and route networks for air electricity and natural gas.

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Effective land use policy in the Baia Mare Metropolitan Area

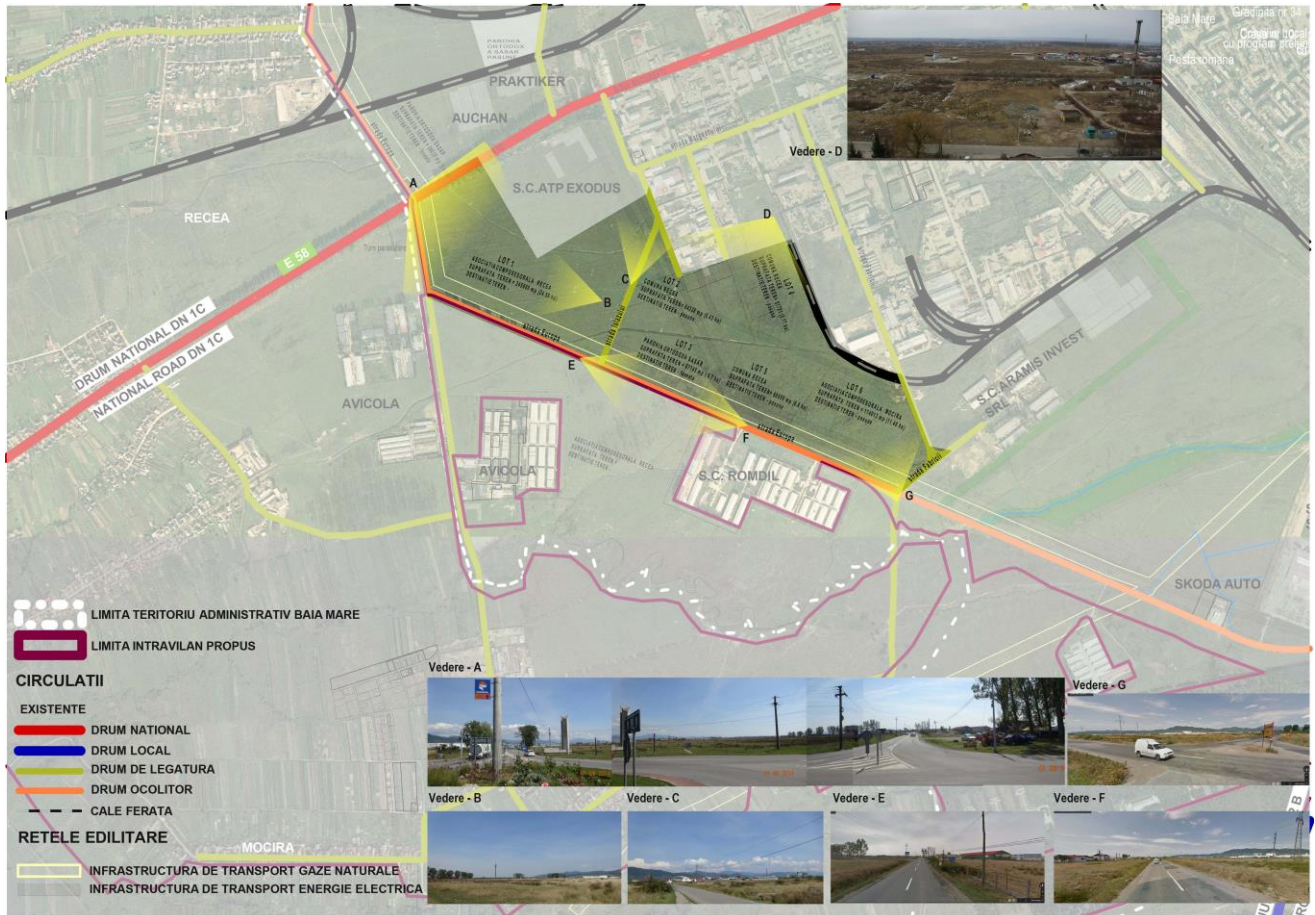


Figure 8 South Industrial Area of the Baia Mare City (source: study authors)



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2.2.4.2 Legal and economic regime of the land

The total surface of the studied site is 611,417 m² (61.14 ha) Following successive restitution, the land ownership is fragmented. Ownership and use of plots are shown in the table below.

Lot	Owner	Surface	Use
LOT 1	Recea Association of land owners	S=245.600 mp (24,56 ha)	pasture
LOT 2	Recea Commune	S=64.338 mp (6,43 ha)	pasture
LOT 3	Săsar Orthodox Parish	S=67.745 mp (6,77 ha)	meadow
LOT 4	Recea Commune	S=51.721 mp (5,17 ha)	pasture
LOT 5	Recea Commune	S=68.000 mp (6,8 ha),	pasture
LOT 6	Mocira Association of land owners	S=114.013 mp (11,40 ha)	pasture

Table 2 Land owners in the South Industrial area of the City (source: study authors)

2.2.4.3 Analysis of urban documents governing the South Industrial Area

The documentations of urban planning governing this area are the General Urban Plan of Baia Mare City and Urban Area Plan "South Industrial Zone". After analysing these documents, an express road proposal was made, located parallel to Europa Street, crossing the studied site from west to east on the midline.

The surface of the road allocated for the building of the express road will be 218.788 m² (21,87 ha), out of which 67.201 m² (6,7 ha) will be allocated for the infrastructure of the road, and the rest of 151.587 m² (15,15 ha) is needed for the area of protection on both sides of the road, with a permanent interdiction of building on it.



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In order to make the Express Road, proposals of new link roads were made, parallel with the road, which need the allocation of extra land to build the road.

In the table below, the territorial balance of land use proposed in the planning documents, regulating this area is presented, namely the Zonal Urban Plan of the South Industrial Area.

Overview	Existing situation	Existing situation	Proposed for the Zonal Urban Plan	Proposed for the Zonal Urban Plan
Specification	-m ² -	-%-	-m ² -	-%-
Local roads	1.787	0,29%	24.205	3,96%
Express road	0	0,00%	67.201	10,99%
Protection area of the express road	0	0,00%	151.587	24,79%
Transport infrastructure for electric energy	66.313	10,85%	66.316	10,85%
Gas transport infrastructure	74.748	12,23%	74.748	12,23%
Constructions area	468.569	76,64%	22.736	37,19%
Total	611.417	100,00%	611.417	100,00%

Table 3 Land use proposed in the South Industrial area of the City (source: study authors)

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Effective land use policy in the Baia Mare Metropolitan Area

The picture below represents the studied area on which the expressway and connecting roads were superimposed, proposed in the planning documents (South Industrial Area Zonal Urban Plan) and General Urban Plan of Baia Mare City.

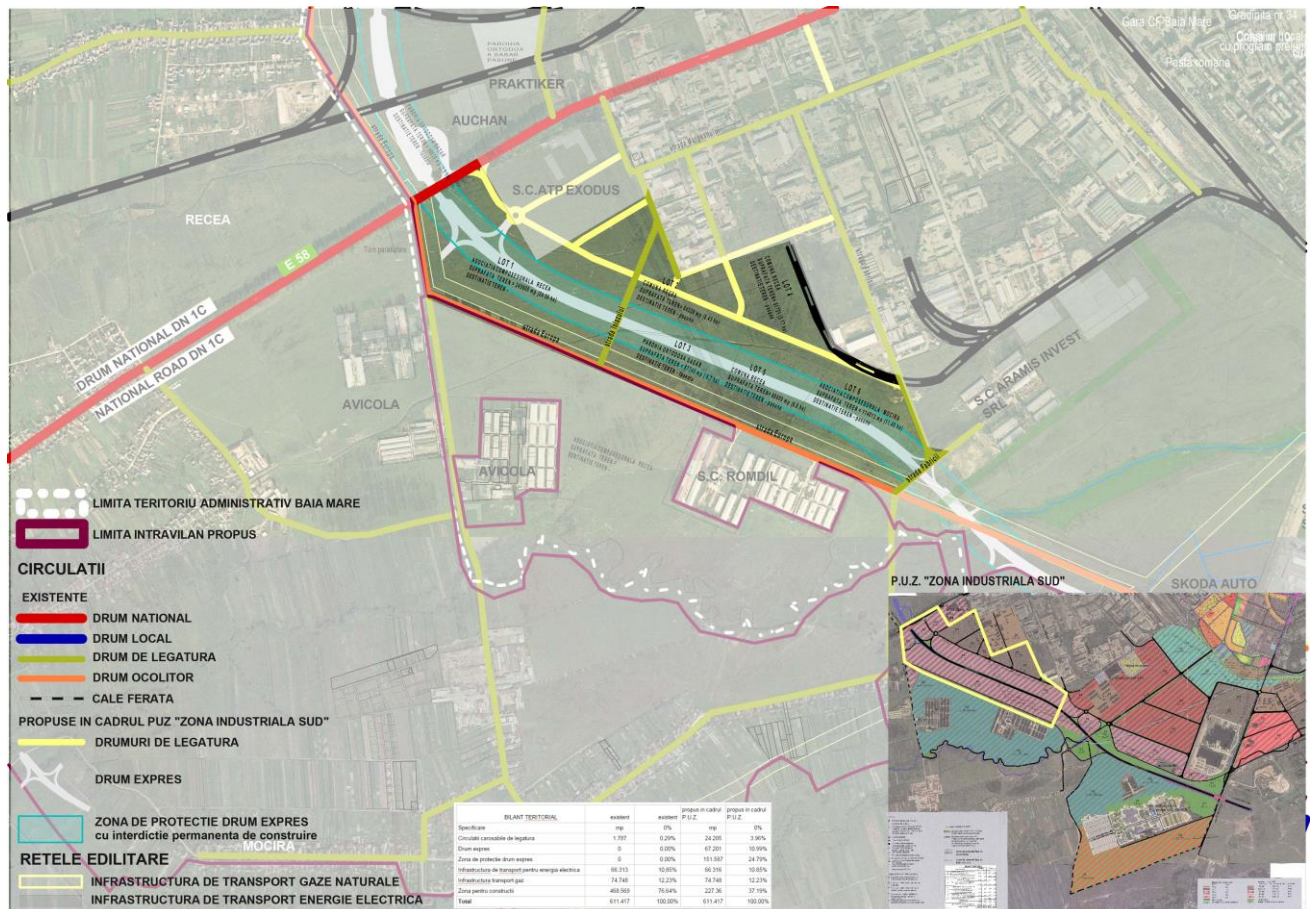


Figure 9 South Industrial Area of the City-main problems (source: study authors)



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Main problems

The main problems of this area reported after analysing the existing situation and planning documents, proposed to improve this area are listed below:

- After analysing the current situation, it was noted that the South Industrial Zone of Baia Mare City **is not used properly by its determined destination in town planning documentation.**

The land, which was proposed in the Zonal Urban Plan to be used for industrial construction and services, is currently used for grazing and storage of construction waste.

- **The category of land use in the South Industrial Area does not correspond to the functions proposed** to be developed in the urban planning documentation. Although in the planning documents, the land was intended to be occupied by buildings, specific for industrial functions, currently they are used as pastures and meadows.
- **Fragmented ownership of land.** Property owners who are part of the studied site have different interests for the use of land in the area.
- **An Express Road** proposed in a feasibility study and taken over into urban planning documentation, is crossing the midline of the studied site, fragmenting the region into two parts. The expressway infrastructure takes up a percentage of 35.79% of the site. Adding the necessary land required for the link roads (3.96%) and the land crossed by the transmission of natural gas and electricity (23.08), gives a rate of only 37.19% of land that can be occupied by buildings.



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Effective land use policy in the Baia Mare Metropolitan Area

2.3 FINAL RESULTS OF THE LOCAL ACTION PLAN

2.3.1 Defining a set of recommendations to increase the efficiency of land in the Baia Mare Metropolitan Area

The use of vacant urban land can reduce the phenomenon of expansion and preservation of agricultural land on the city edge. Analysing the main factors that adversely affect the efficient use of urban land, a set of recommendations to increase the attractiveness of inner land can be formulated.

- Update information for land cadastre, which represent an interest in the development of investment projects. This would favour the maintenance of a real urban land deal on the real estate market
- The land plots consisting of different owners may become attractive by associating these owners and formulating common goals, or by purchasing the land by the municipality
- The urban landscaping plans must relate to the existent situation, the real needs of the community and their development strategies. Investment objectives, which by their nature adversely affect the efficient use of urban land, require a reassessment of long- term impact.

An example would be the route of the access roads, which can fragment urban land that has development potential. Development of new roads should be updated and linked to the development strategies of communities. Road routes must be designed so as not to fragment urban plots of land with development potential.



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- The urban planning of the localities part of the Baia Mare Metropolitan Area must move towards the use of vacant urban land, not to a policy of territorial expansion of the town. Therefore it is proposed to increase the density of residential, industrial and agricultural land by reducing the consumption of agricultural land, by a responsible means of expanding the territory town.
- Currently, by looking at the areas members of the Baia Mare Metropolitan Areas that have different functionalities, dispersed industrial areas are found near the residential areas. Although the Baia Mare Municipality has a compact industrial area, its lands are vacant or improper used. A possible solution would be attracting industrial areas from the city edge and placing them on a development area, equipped with necessary utilities.
- Updating the land use category and correlating it with the destination set in urban planning documentations.
- Upgrading municipal infrastructure increases the accessibility and attractiveness of urban land.
- Proposing feasibility studies that target the use of each vacant land in town. These studies must be undertaken by a public-private partnership and should take into account both the interests of potential investors and the community.



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2.3.2 Proposal for the development of the South Industrial Area of the Baia Mare City, as an example of application the land use policy

A series of problems were identified, which stop the efficient use of land in this area:

PROBLEMS	SOLUTIONS
<p>The land use category of the South Industrial Area does not match the destination set in the town planning documentation.</p> <p>Currently, the land use category is grassland and pasture.</p>	<p>Updating land use category in cadastral documentation by removing the land from the agricultural circuit.</p> <p>Changing the land use category from meadow and pasture to construction.</p> <p>According to Law 86 of the 27th of June 2014 for the approval of Government Emergency Ordinance no. 34/2013 regarding the organization, management and operation of permanent grassland and Law no. 18/1991 on Land Fund.</p>
<p>Fragmented ownership of land. The site consists of plots with several owners.</p>	<p>One solution would be buying parcels in the industrial area by the Baia Mare local administration.</p> <p>Another solution would be to create a company operating as an industrial park, to represent the common interests of the owners, aimed at the efficient use of land.</p>
<p>The location studied did not know the economic development expected from the urban planning in the Zonal Urban Plan of the South Industrial Area.</p> <p>Currently, the land is not used properly according to the destination set in the town planning documentation of Baia Mare.</p>	<p>A solution to the efficient use of these lands would be to create an industrial park.</p> <p>According to Law. No. 186 of the 25th of June 2013, the making of Industrial Parks offer a number of facilities:</p> <p>a) exemption from fees for the change of destination or the taking the land out of the</p>



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	<p>agricultural circuit;</p> <p>b) exemption from the tax on land, for the industrial park land, according to Art. 257 letter l) of Law no. 571/2003 regarding the Fiscal Code, as amended and supplemented;</p> <p>c) exemption from the tax on buildings, belonging to the buildings of the industrial park, in accordance with art. 250 par. (1) pt. 9 of Law no. 571/2003, as amended and supplemented;</p> <p>d) exemptions, only with the approval of local authorities, to pay any taxes owed to local budgets of the administrative-territorial for the issue of any certificates of planning, building permits and / or demolition permit for construction of park infrastructure land and buildings, which are part of the industrial park;</p> <p>e) other facilities that may be granted by law, by the local government authorities.</p>
<p>The Expressway route proposed in the feasibility studies and taken over in the urban planning documentation, fragments the land unsuitable for construction.</p> <p>The area allocated for the infrastructure of the expressway is a percentage of 35.79% of the studied site.</p>	<p>Updating the project for the Express Road in this area. By consulting the National Company for Motorways and National Roads in Romania, (NCMNRR) and the General Transport Master Plan of Romania, it was found that the original route provided for the express road in this area has changed. In the General Transport Master Plan of Romania, the route for the north west expressway is different and is not crossing the South Industrial Area as was originally planned. The new route of the expressway should be linked and updated in the General Urban Plan of Baia Mare.</p>

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The picture below shows the routes proposed within the Romanian Transport Master Plan. In the North West region the new route of the expressway can be seen, different from that proposed in the Zonal Urban Plan of the South Industrial Area.

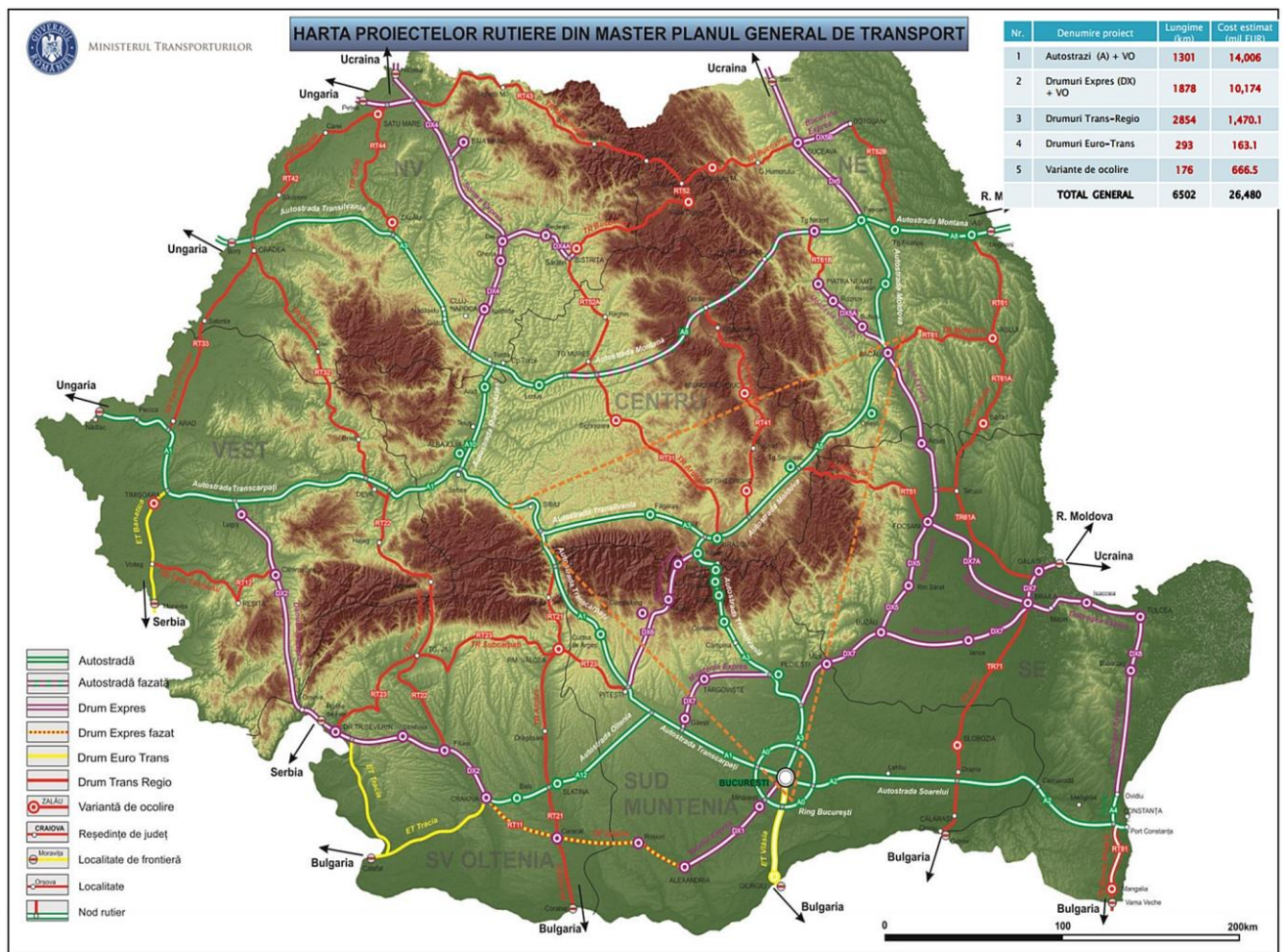


Figure 10 National Master Plan on Transportation (source: Ministry of Transportation)

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The picture below shows a proposal for setting up lots for an Industrial Park, context in which the Express Road route was removed, set by the South Industrial Area Zonal Urban Plan.

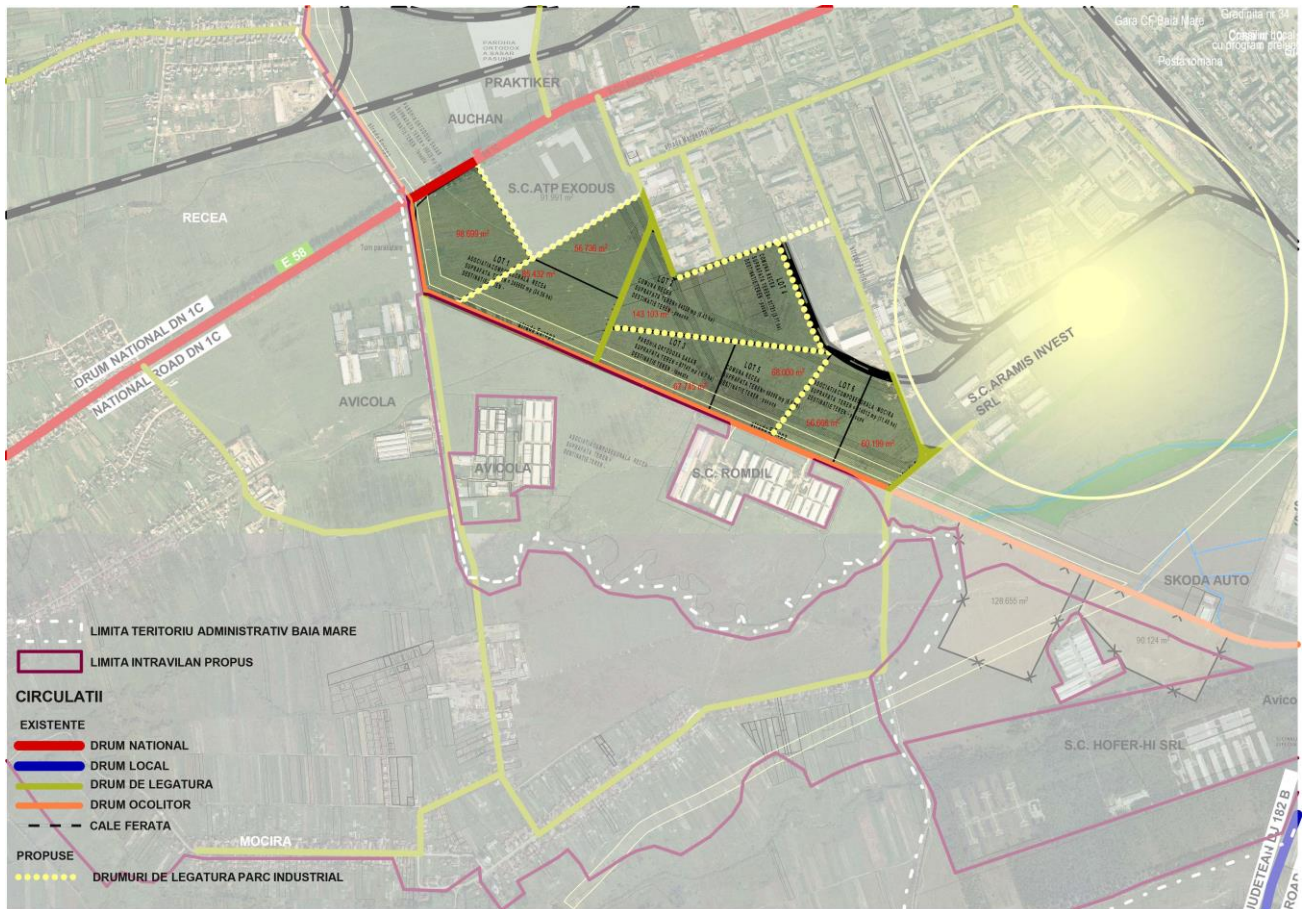


Figure 11 South Industrial Area of the City-Redevelopment proposal (source: study authors)



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3 SECTION 3. IMPACT ASSESSMENT ON THE LOCAL ACTION PLAN IMPLEMENTATION

3.1 BENEFICIARIES OF THE LOCAL ACTION PLAN

The main beneficiaries of the Local Action Plan will be the members of metropolitan area, respectively:

- **Municipality** of Baia Mare
- **Towns:** Baia Sprie, Căvnic, Seini, Șomcuta Mare, Tăuții Măgherauș;
- **Communes** of Cernești, Cicârlău, Coaș, Coltău, Copalnic Mănăștur, Dumbrăvița, Groși, Mireșu Mare, Recea, Remetea Chioarului, Satulung, Săcălășeni, Valea Chioarului

Also, the benefits will be for the entire population of the Baia Mare Metropolitan Area, which is according to the 2012 census, is 215.932 inhabitants, on a total surface of 1.388 km².

The Baia Mare Metropolitan Area considers that the design of a LAP can aid in the prioritization of development in its territory, while taking into account the area's main comparative advantages – geographical layout, natural resources - and fostering its competitive advantages – human capital, coherent economic structure, capacity of organization of the local administration.

The LAP for the Baia Mare Metropolitan Area will take into consideration all of the 19 localities which are members in the intercommunity development association. The reason why the area of intervention was selected to be **the entire metropolitan area** is that the metropolitan development approach aims to overtake and to settle the multiple pressures resulting from the changes in the economic system, in the development and planning system, from the distortions and diversified needs in the urban area, as well as in the adjacent rural area, in order to create a development nucleus in a coherent network at territorial level.

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Effective land use policy in the Baia Mare Metropolitan Area

As such, the adequate capitalization of the potential in the city and in the bordering localities can contribute to the creation of a regional nucleus and the consolidation of the roles assigned to the partner entities at county, regional and national level.

The LAP is based on the already designed Metropolitan Development Concept 2014-2030, which states that the development in the area will be realized in two different stages, by implementing programmes and projects in two areas:

- **Stage 1:** 2014 – 2020 period, for the 1st Development Area
- **Stage 2:** 2020 - 2030 period, for the 2nd Development Area

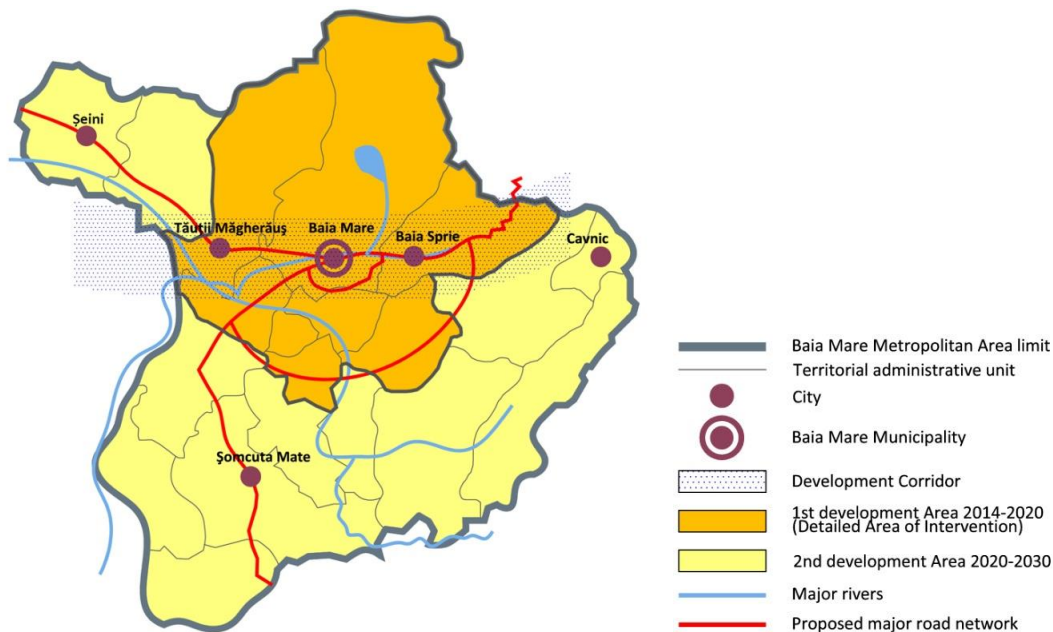


Figure 11: Development Concept 2030 – Baia Mare Metropolitan Area (source: own design)

The detailed area of intervention was chosen to be the **1st Development Area**, because the City of Baia Mare, along with the bordering localities is currently concerned with a series of problems and pressures in the development process, which need to be approached through partnerships in order to be properly settled.



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Effective land use policy in the Baia Mare Metropolitan Area

The development vision of Baia Mare Metropolitan Area is based on the opportunities generated by Romania's accession into the European Union for the capitalization of the local potential. Furthermore, the anticipated increase of interest for investment in the BMMA means that the level of endowment in the territory will significantly rise and the partner local councils will have to efficiently manage the existing resources – human, real estate, financial.

The aim of the joint development vision of BMMA is thus to line up the social-economic objectives formulated by the partners with the national and regional priorities and with the changes that currently occur in the spatial, economic and social dynamics of the area.

The design of the LAP is important due to legislation specifications, because according to Law 350/2001 (modified and updated), Romanian municipalities should facilitate the elaboration of the peri-urban/ metropolitan strategic plan, as documentation for the General Urban plans, of the localities part of the metropolitan area.

Also, the LAP represents an opportunity to provide an integrated approach for the entire metropolitan area, in order to develop an integrated package of projects at metropolitan scale, for accessing the European funds in 2014-2020 program cycle.

3.2 RISK ANALYSIS

Identification of the risk				Qualitative risk assessment		Responding on the risk		Monitoring and control	
Priority	Identification	Reason	Potential effects	Probability of occurrence (high / medium / low)	Impact (high / medium / low)	Strategy (Avoidance / Reduction / Sharing / Acceptance)	Measures	Organizations responsible	Timeline (monthly /yearly)
1.	Urban plan for regulating development not approved	Lack of all required certificates	Delay in implementation of actions	Medium	High	Avoidance	Involving all stakeholders in implementation	BMMA association Local Public Administrations	Yearly
2.	Insufficient funding	Projects too expensive / not	Delay in implementation	Medium	High	Reduction	Identifying other financing	BMMA association	



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Effective land use policy in the Baia Mare Metropolitan Area

		eligible within the OP	on / Cancelling the project				opportunities / potential partnerships	Local Public Administrations	Yearly
3.	Political changes	Projects not assumed by new political leaders	Delay / cancelling the project	Low	High	Reduction	Very well sustained projects related to the major identified issues in the territory	BMMA association Local Public Administrations	Yearly
4.	Failure of incentive policies for economic development	Investors not interested in the support offered	Project is cancelled or doesn't meet expectations	Medium	Medium	Avoidance	Policy of supporting local investors based on market studies and investment map	BMMA association Local Public Administrations	Yearly
5.	Dysfunctional partnerships in projects which require multiple stakeholder involvement	Insufficient involvement of necessary partners	Project doesn't meet expectations	Medium	Medium	Reduction	Identifying other partners who can meet the needs for the overall implementation of the project	BMMA association Local Public Administrations	Yearly
7.	Law changes / changes in development policy at national level	Re-defining priorities in certain domains at national level	Difficulties in implementation / access funding for different projects	Low	Medium	Acceptance	Projects need to be redefined to meet changes at national level	BMMA association Local Public Administrations	Yearly
8.	Minor impact of incentives given to local companies	Insufficient funding or bad estimation of required funds	Priority action doesn't have expected impact	Medium	Medium	Avoidance	Policy of supporting local companies needs to be defined based on a preliminary analysis of needs	BMMA association Local Public Administrations	Yearly
10.	Natural potential affected by improper land use	Economic potential doesn't take into account natural heritage	Possibility to capitalize on the area's natural potential is reduced	High	Medium	Reduction	General Urban Plans which specifically regulate the development inside or in the vicinity of the protected areas.	BMMA association Local Public Administrations	Yearly
11.	General Urban Plans not correlated with metropolitan land use policy	Rural municipalities have different priorities	Other priorities like agriculture or tourism might not be developed as planned	Low	Low	Reduction	Local public administrations need to be involved in order to assure their engagement in the metropolitan land use policy	BMMA association Local Public Administrations	Yearly
12.	Inadequate training	Insufficient	Training	Low	Medium	Avoidance	Quality of training	BMMA	Yearly



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	in land use policy	interest in training activities	priority actions do not meet expectations regarding future development				programmes is supervised by the BMMA, in relation with given priorities	association Local Public Administrations	
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3.3 IMPACT ANALYSIS

The implementation of the LAP will have positive effects in the entire metropolitan area, such as:

- Reuse of the lands
- Increasing residential and industrial density
- Reducing the consumption of agricultural land
- Increasing the responsible of local administrations, in extending the inner areas

The design of the LAP in the Baia Mare Metropolitan Area was based on a participatory approach in identifying problems and finding solutions for them within a strategic planning framework.

As a territorial partner Baia Mare City opted for a strategy closely related to the pressing issues identified by the stakeholders who participated in process. Consequently, the LAP focuses on economic development rooted in the capitalization of the metropolitan area endogenous potential (wood industry cluster, agriculture and tourism), as well as on infrastructure development (road network, public transport, technical infrastructure) and the consolidation of a governance framework capable of facilitating the implementation of the LAP.

While the selected priority projects will be monitored and implemented with the aid of the Local Support Group consolidated during the entire participatory planning process, it is important to highlight the main elements that have been learned throughout the process of designing the LAP:





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1. Ensuring the support and contribution of local stakeholders is a key element in defining a strategic agenda accepted by all parties involved in planning and implementation.
2. Solving the identified problems is more efficient when the different interests of the stakeholders are negotiated and correlated within an established governance framework

3.4. INNOVATIONS IN LAND USE

The main innovative aspects, which are intended to be promoted through the Local Action Plan are listed below.

- **effective land use policy**, promoted and integrated at the Baia Mare Metropolitan Area level. The main stakeholders from the public and private sectors must be encouraged to undertake an efficient use of the urban land, based on its potential. It is also aimed to introduce the concept of land management as part of integrated urban planning of the territory
- **accountability for territorial expansion**. The urban planning of cities should be built on the concept of efficient use of vacant land in town, and not on a policy of territorial expansion
- **introducing the concept of Metropolitan Urban Plan**, to harmonize and promote the cooperation of all General Urban Plans, regulating the administrative territory of municipalities Metropolitan Area Baia Mare. The Metropolitan Urban Plan proposes regulating the overall territory of the Baia Mare Metropolitan Area, relying on cooperation and formulating a common intercommunity development strategy



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- **Baia Mare Metropolitan Area Association to participate actively in the urban planning of localities**, as an interactive partner that supports common interests.

The innovative instruments proposed by the project have greatly aided in the definition of the LAP which is both rooted in the local context and connected to the financing and implementation mechanisms at national and European level.

4. SECTION 4. PARTICIPATIVE PROCESS IN THE DEVELOPMENT OF THE LOCAL ACTION PLAN

4.1 PLANNING PROCESS

The development of the Local Action Plan was a participatory process, in order to achieve the best results. The participatory process set out aims at the co-design of its Local Action Plan and represents an instrument for creating sustainability for it, through a negotiated, better informed and long-term involved metropolitan dialogue.

The key issue that the partner aimed at addressing through this process was thus the generation of the most accurate picture of the actual development of the metropolitan area, and subsequently the best supported set of realistic priority actions for the next years in order to foster competitive development in the area.

Stakeholders are all those with an interest in the development of the Baia Mare Metropolitan Area (BMMA). This includes intended beneficiaries, intermediaries, winners and losers and those involved or excluded in the decision-making process. As stakeholders have different interests, it was useful in the beginning to define what their involvement was with the USE ACT project and how their interests differed.



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In particular, was considered to be important to identify (and maximise the support of) those who are likely to support the Local Action Plan, and to identify (and try to minimise resistance of) those who may be more likely to block it.

Through implementing the participatory process in BMMA, the following objectives and desired outcomes have been pursued:

1. Facilitating the access of BMMA to a broader range of perspectives and ideas, through the bringing together of a large range of stakeholders, public and private alike;
2. Avoiding pitfalls and a misaligned conception of the real state of the art in local development, by reflecting a large array of opinions and experiences, including those of grass roots and community-based organizations;
3. Ensuring a feeling of ownership for the developed solutions and building strong support for the future agenda in the community;
4. Ensuring credibility for the final intervention process in all segments of the community, through its joint development by representatives of all relevant stakeholders;
5. Building trust between the Baia Mare Metropolitan Area Association, participating Municipalities and the other public and private stakeholders;
6. Last but definitely not least, the participatory process set up in BMMA has been designed to crystalize the Local Support Group, a group of stakeholders coordinated by the Association who will further implement and monitor the Local Action Plan

For achieving the above, Baia Mare Metropolitan Area had as a goal not only to **consult** the stakeholders, but also to **involve** them in the definition of the Local Action Plan objectives, as well as to further foster **collaboration** through the establishment of the Local Support Group, thus strengthening good governance in the area.



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4.2 LOCAL SUPPORT GROUP

The **Local Support Group** is organized on two levels:

- a **Political support group** – the Board of Directors of Baia Mare
- a **Technical support group** – formed mainly by specialists on urban planning/ economic development field/ project implementation field, representing the 19 municipalities involved, with a core group. Metropolitan Area Association, consisting of the 19 mayors, representing the municipalities.

Political ULSG – the Mayors representing the localities of the Baia Mare metropolitan area association (Metropolitan Board of Directors)



Technical ULSG is formed by technical persons involved in land use planning, as follows:





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- Baia Mare City - development & urban key responsible (The Chief architect, the Strategy and projects director, urban planners, other specialists)
- Neighbour localities – five towns and thirteen communes (architects, urban planners, strategy experts)

4.3 MAIN STAKEHOLDERS

The key principles in involving stakeholders for the Baia Mare Metropolitan Area have revolved around the stakeholder's interest and capacity of supporting local and regional development and promoting an integrated vision of the metropolitan area. In short, the partner searched for the stakeholders that would have the formal power to make a decision or block one, the main urban actors affected by urban development decisions and the groups or people with relevant expertise, information and experience. In this way, the inclusiveness and relevance of the stakeholder group involved in USE ACT project would be achieved, as well as a high influence and interest of the participating bodies.

The key characteristics of stakeholders which have been considered have thus been the following:

- Interest in the design of the Local Action Plan and common vision for the metropolitan area of Baia Mare City (members of the BMMA Association);
- Capacity in influencing the implementation of the LAP;
- Interest in the correlation process of the localities' strategies (territorial aspects) with the strategic territorial agenda, as well as the correlation of local administration services provided to citizens;
- Interest in the sustainable development approach of the LAP, and capacity in improving its character;
- Expertise and insights relevant for accurately pinpointing territorial, social and economic issues currently manifesting within the metropolitan territory.



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Key Steps and Actions to involve the identified stakeholders in order to reach results and outputs along with the project team have been considered the following:

- Identifying the most suitable and knowledgeable specialists in urban & territorial planning/ community development field, representing the 19 municipalities involved in the metropolitan association;
- Identifying and using the most suitable communication methods in order to disseminate information within the stakeholder's group & in the metropolitan community;
- Constant promotion to the community of the USE ACT project and its activities & outputs;
- Facilitating cooperation of Stakeholder's group with experts on different fields, related with project's topic.



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4.4 ANNEX 2: DETAILED PLAN OF THE MAIN ACTIONS

<p>BENEFICIARY OF THE Local Action Plan (LAP)</p> <p>NAME OF THE LAP</p> <p>PURPOSE OF THE LAP</p>	<p>Baia Mare Metropolitan Area</p> <p>Integrated land use policy in metropolitan area</p> <p>Efficient use of the land for sustainable development</p>
<p>Strategic objective:</p>	<p><i>1. Management of land use, as part of territorial planning</i></p>
<p>Actions:</p>	<p>1.1 Presenting problems arising in land use in the absence of integrated management.</p> <p>1.2 Identifying the factors that block the efficient use of land.</p> <p>1.3 Presenting solutions to increase efficient use of inner land.</p>
<p>Responsible actors:</p> <ul style="list-style-type: none"> - BMMA Association - City Halls - Local Councils <p>Beneficiaries:</p> <p>Public Administration</p> <p>Local companies</p> <p>Inhabitants of the Baia Mare Metropolitan Area</p>	<p>Description:</p> <p>Analysing urban planning documents (General Urban Plan) initiated by the City Halls of the member localities of the Baia Mare Metropolitan Area, the existence of urban areas that are not used as decided in urban projects was observed.</p> <p>These areas face a number of problems (urban, property, etc.) that blocks the efficient use of land.</p> <p>These issues must be brought to the attention of local and national actors responsible (municipalities, ministries) in order to identify real solutions.</p>



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Expected results:	Set of recommendations on land management, and integrating them into the planning.
Impact:	Reduction of land through an efficient use of inner land

Strategic objective:	1. Reduction of greenfield land take and uncontrolled expansion of settlements, through the efficient use of unused/underused land within the localities.
Actions	<p>2.1 Identifying the causes that lead to excessive consumption of greenfield land on the outskirts of towns that determine the expansion of the localities.</p> <p>2.2 Presenting a scenario of this expansion and long-term effects on the development of communities.</p> <p>2.3 Develop a set of recommendations in order to reduce the land consumption phenomenon.</p>
Responsible actors: <ul style="list-style-type: none"> - BMMA Association - City Halls - Local Councils Beneficiaries: Public Administration	Description: <p>The expansion of the inner land, in the context of economic development, is a phenomenon that affects all member localities. This phenomenon must be monitored at a metropolitan level involving representatives of the localities members of the Baia Mare Metropolitan Area.</p> <p>The effects of the expansion of localities will be long-termed, and will create a number of problems affecting quality of life in urban areas (high costs for expanding infrastructure and urban utilities,</p>



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<p>Local companies</p> <p>Inhabitants of the Baia Mare Metropolitan Area</p> <p>Expected results:</p> <p>Impact:</p>	<p>commuting workforce that would create discomfort for urban transport at certain times of the day, people going to the periphery leading to the depopulation of city centers).</p> <ol style="list-style-type: none"> 1. Raising the awareness of the actors involved in the urban planning process regarding long-term effects of the expansion of the inner area. 2. Local interests should be coordinated with common interests at a metropolitan area level. 3. Develop an Urban Master Plan at the level of the Baia Mare Metropolitan Area, including all localities. 4. This plan will ensure urban planning at a Metropolitan Area level, for the integrated development of member localities. <p>Reduction of land consumption, through efficient use of inner land.</p>
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<p>Strategic Objective:</p>	<p>3. Increase the attractiveness of lands with economic destination from the inner areas in order to attract investors.</p>
<p>Actions:</p>	<p>3.1 Identifying and presenting problems that blocked the development of the Baia Mare South Industrial Zone</p> <p>3.2 Presenting solutions to increase the attractiveness of the area through efficient use of land.</p> <p>3.3 Presenting the advantages of an Industrial Park in this area, at local and regional level.</p>



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<p>Responsible Actors:</p> <ul style="list-style-type: none"> - BMMA Association - City Halls - Local Councils <p>Beneficiaries:</p> <p>Public Administration</p> <p>Local companies</p> <p>Inhabitants of the Baia Mare Metropolitan Area</p> <p>Expected results:</p> <p>Impact:</p>	<p>Description</p> <p>A main factor of the expansion of the inner areas of the localities was the demand of land for economic investments.</p> <p>The land in the industrial area south of Baia Mare was able to cover the demand for land for investments, but because of legal issues, the immediate use of the parcels was blocked.</p> <p>Therefore investors have turned to land on the periphery of the localities near the city.</p> <p>1. Developing an Industrial Park in the South area of the City that has not developed in time, being a model of exploiting the economic potential of the land.</p> <p>This model can be applied at a regional level in order to capitalize all urban areas affected by poor land development in relation to potential.</p> <p>The economic development of the south industrial area of Baia Mare City and the efficient use of land in the area.</p> <p>Reduction of outer land consumption by concentrating investments in this area.</p>
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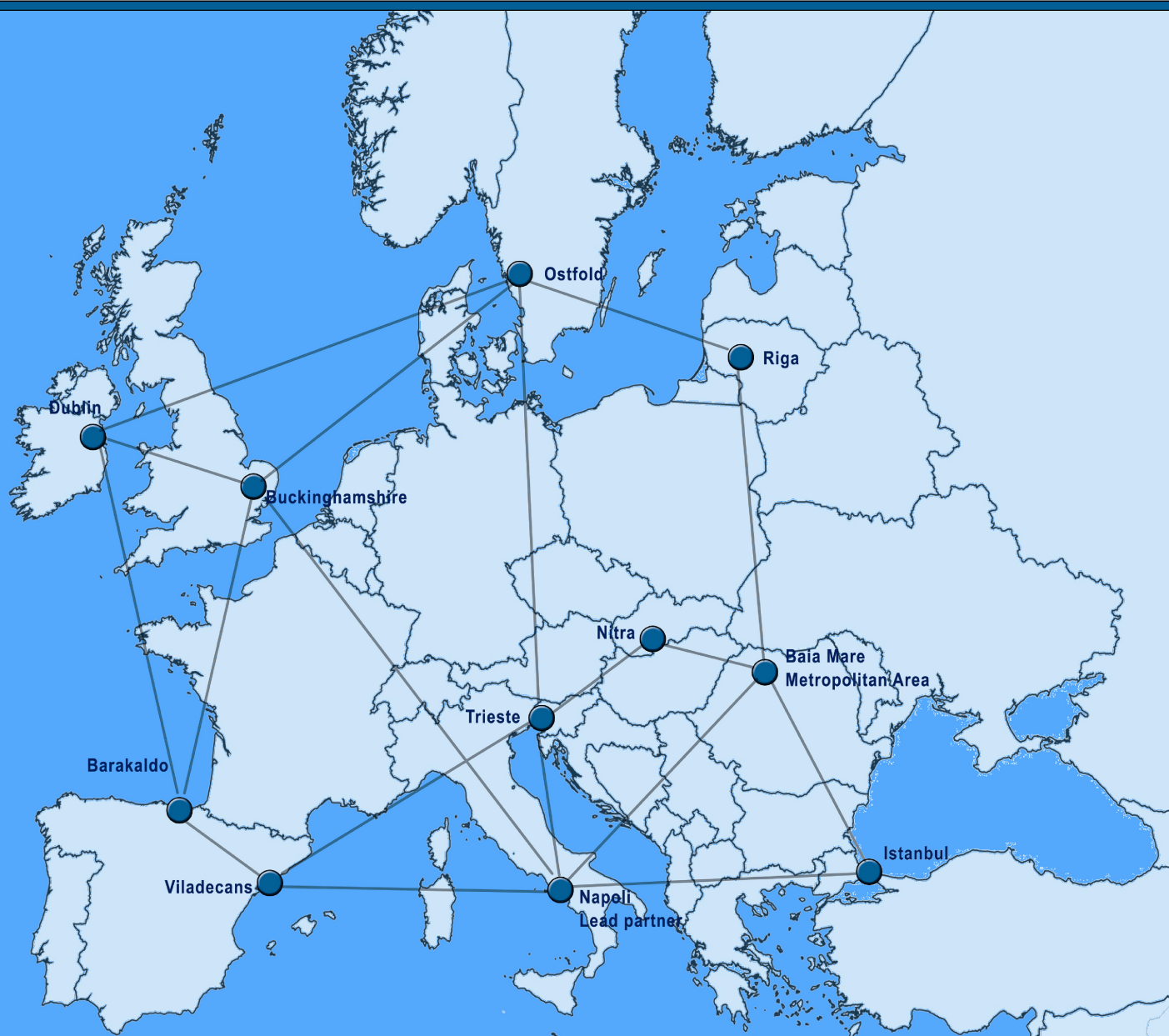
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9. Law 186/2013 regarding industrial parks
10. Websites:
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Project manager: Paul PECE, Baia Mare Metropolitan Area

Contact: paul.pece@zmbm.ro

Additional information: www.zmbm.ro, www.urbact.eu/useact



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