



COMPetencies for Agencies for Sustainable Site conversion



## PROJECT PROPOSAL

### SUSTAINABLE RECONVERSION

### OF PLAYGROUNDS (LA TERENURI) MĂNĂȘTUR

**Location: Cluj-Napoca, Romania**

**The interdisciplinary team that worked on the development of this project proposal (in alphabetical order):**

Csenge **Fülöp**

Gabriel **Florian**

Ioana **Mladin**

Laura-Ioana **Panait**

Luis Alvarez **Garcia**

**Cluj-Napoca, March, 2017**



**Erasmus+**

*Co-funded by the Erasmus+ Programme of the European Union  
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This document was developed under the project "COMPASS - Competences for Agencies Site Suitable for conversion" to achieve sustainable project proposal for the conversion of a location.

## 0. GENERAL INFORMATION ABOUT THE PROPOSED LOCATION

<b>Name:</b>	<b>At the playgrounds Area (La Terenuri) Mănăştur</b>
<b>Address:</b>	<b>Access from Mehedinti St. and Negoiu St.</b>
<b>Country:</b>	<b>Romania</b>
<b>Current status (abandoned, misused etc.):</b>	<b>Misused</b>
<b>Former use:</b>	<b>Initially this space was the communal land of the former village; after this, during communist period was planned as a park but never implemented.</b>
<b>Ownership (public, private, mixed)</b>	<b>Mixed</b>
<b>Surface (expressed in m<sup>2</sup>):</b>	<b>32700</b>

## Abstract

At the Playgrounds (La Terenuri) Mănăştur is a vast green area within the blocks area, apparently abandoned, but frozen juridically and used informally in many ways by its inhabitants: gardening, walking the dogs, children playgrounds, sport fields, walking in the forest and other informal leisures. In the last 4 years a civic initiative started here engaging the citizens and activating them to formulate a common request towards the Townhall, in the way of transforming this area into a public park. Also the initiative started an experimentation process of participatory urbanism and designed temporary functions for the park: a stage, benches, a garden, swings, repairing the existing infrastructure, waste bins and also creating here a cultural hub by creating the Days of the Neighbourhood, all of these with the purpose of creating a common space for the inhabitants to meet, express and act for their neighbourhood, Mănăştur.

La Terenuri - Spațiu Comun în Mănăştur had done community interventions since 2012 in the space located (give references), and many activities had been done with the guide of Lala Panait and Silviu Medesan. All this efforts had the intention to bring people together, revalue our direct or local environment and call to action.

The past interventions had raised the awareness in neighbors, regular citizens of Cluj, municipality and property owner of the value of the area, especially the green area and the need for Cluj to have such spaces for community life. However all this actions have not been able to build a core or support group of neighbors or frineds of the area which can hold the present actions and future challenges. There is still a dependence of external stimulus like the ones La Terenuri - Spațiu Comun în Mănăştur and other organizations had offer to keep a vibrant and collaborative community in the area.

With the gain experience in this project and from other areas of expertise we recognize that Food is a special connector in communities. For this proposal we want to test if FOOD can help us conform or built a group of neighbors and

friends of the area which can hold the future actions in this community.

We know that some neighbors in the area still have a strong Cultural Tradition and expertise to grow their own vegetables also we sense certain pride that people have of the food they prepare, like Varza a la Cluj and Vinete. In some way everybody has the best recipe.

Our proposal is to find and habilitate an area where we can have a short program of events related to food.

As these events outline the knowledge and skills people already have, we also want to introduce events that take the food issue a step forward:

- food waste issues, food industry impact on environment - city food
- identity and labels
- urban gardens and food as means of entrepreneurship
- culinary workshops and activities for children
- discussions about possible forms of partnership: local authorities + local businesses + civil society groups - to achieve what they could not achieve alone
- participative cooking events that could eventually turn into a repeating event as it promotes local gastronomy, producers and products, and could create economic and social value.

This proposal includes a research of the topics related to food.

- Map of the culinary options of the area
- Map of stakeholders related to food
- List of known chefs that will like to collaborate in community activities -

Book of local recipes:

- ✓ identifying places where community cooking could take place
- ✓ identify if there already is a “food policy/strategy” for the city
- ✓ regarding the spreading of information about events and activities: as not all community members use social media, we could identify a place with very good visibility where we could place a “panel” with posters about upcoming events

Will use available social networks related to this area to raise the topic of Food. By doing this we want to find the actors/persons interested in the topic and invite them to be part of the team that will organize these events.

We had the opportunity to build on the past experiences that "La Terenuri" had with their participative approach. We had a series of conversations with Lala

Panait and read the book "cARTier - Peripheral Interventions" which gave us an overall view of the actions taken in this area. With both sources we have an understanding of several social dynamics and needs. Enough to see that there is no Core Group of neighbors or friends of the area. And also enough to say that FOOD can bring people together and form this group.

We recognize that our Project Idea initiates mostly with secondary data. For this reason we shaped this proposal considering it as a participatory process.

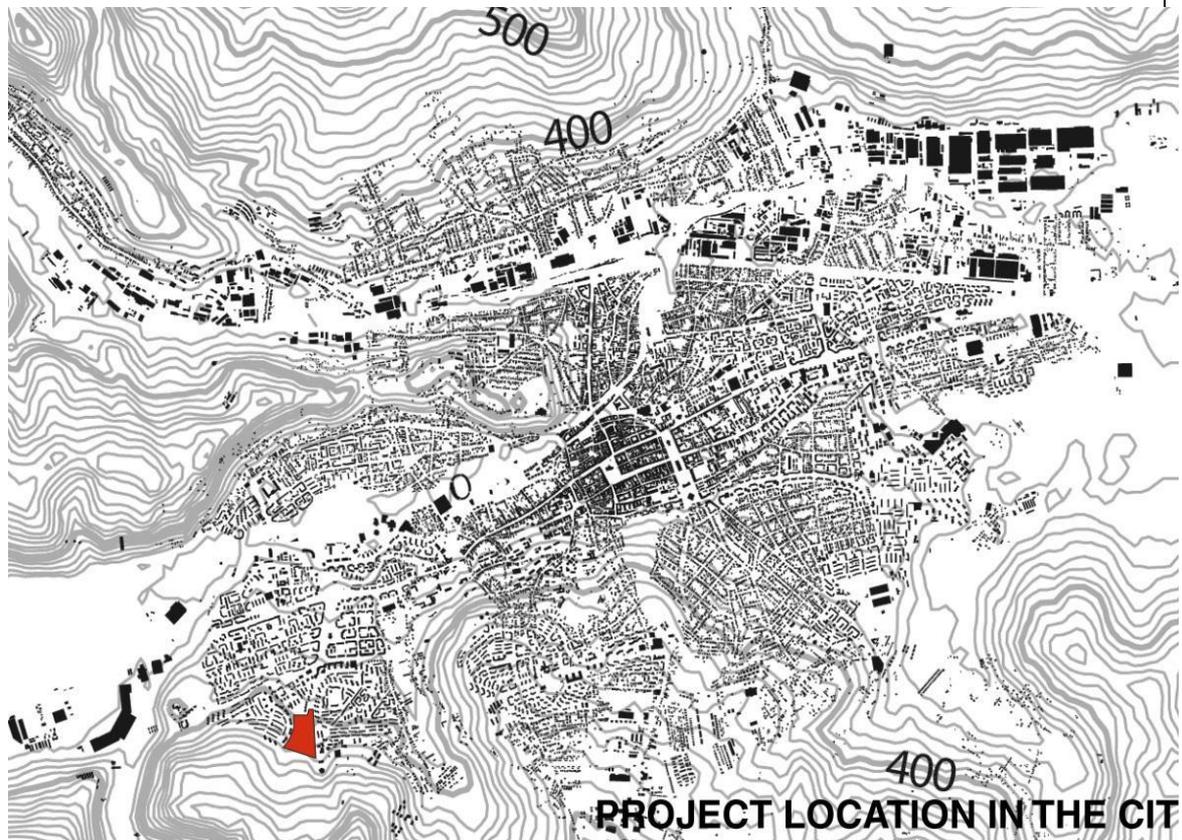
From the specific local need in Mănăştur, we consider a problem the missing group in this community that can support the actions and activities to keep going. External aid is still needed to maintain the awareness of the need of this green area. So by FOOD we think that we will be able to "fix" a group in this area. This group might be the one taking other actions for their own problems.

As shown by local statistics, there is a lack of suitable spaces for public community life in Cluj. So these events are not only meant to be entertaining and fun, but they also have the role of raising awareness of the need of public green spaces and of the important role each member of the community has. Therefore, the events will "filter" individuals that are willing to take responsibility and participate in the community life. They will be part of our intended CORE Group who will take further our intervention and aim their activities in the direction of pointing and solving problems that are stringent to community life.

Potential externalities and risks affecting the project's outcome could be divided into external and internal threats. Externalities consist mainly of the proprietors' interests regarding the territory. It is possible that they will sell the whole site or that they will decide to use it for real estate investment without any concern regarding the activities and events going on there. Another risk is the local authorities' lack of interest in such case.

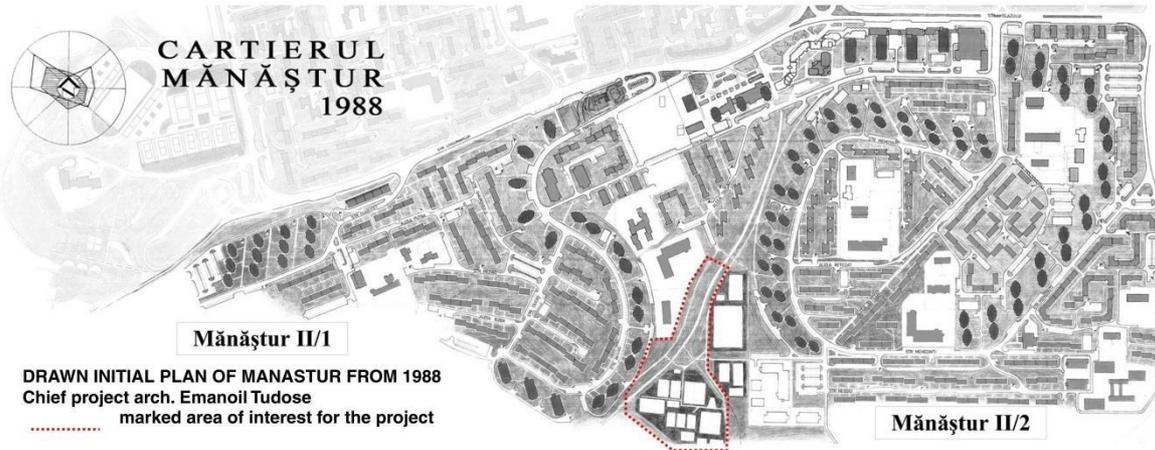
Internal risks are related to the local community as the whole initiative is based on the responsiveness and active engagement of the neighborhood. If the community won't take the responsibility to take over the administration of the utilities and the events, if there won't develop a Core Group than the FOOD events won't continue. Therefore we included in our project training and a discussion series of coaching those who are interested in the project to involve them even more and to help them with the practical issues in the first few months.

## 1. CONTEXT ANALYSIS OF THE LOCATION



The context in which the project is developed is an unoccupied green area in the Mănăştur neighborhood in Cluj-Napoca. The area as it presents itself today, is the result of a series of coincidences throughout the development of the neighborhood. The area was sought from the beginning to serve the highly dense living quarters by offering sport and leisure facilities. It was one of the few unbuilt parcels because it also served as the headquarters for the construction site management and organization. Nowadays it has an ambiguous and complex

juridical ownership status, but as such, it offers a multitude of public uses – green spaces, playground, sport, gardening, barbeque, cultural events, etc. Furthermore, this uncertainty also provides the means of gathering for multiple social groups such as children, teenagers, elders, mothers and other minorities in some cases.



From a historic point of view, Mănăştur was designed as a living ensemble in 1973 which would accommodate 75 000 inhabitants. In order to give the whole neighborhood a more appealing aesthetic, the architect had to emulate individuality through urban design. The motive behind the whole process was to compensate for the depersonalization of the individual due to apartment repetition (imported from the soviet model). The new working classes were coming from rural areas and the migration changed their lifestyle significantly. The neighborhood had to compensate the singular village identity and replace it with the urban conduct and a new way of living in collective blocks of flats. As such, the whole top-down planning for the city provided for many social and cultural changes in the behavior of the inhabitants. This is reflected nowadays in the public gardening practiced by some. They view their parking garages as a temporary extension of their apartment and the space behind



their garage as an urban garden in which they develop small scale agriculture.

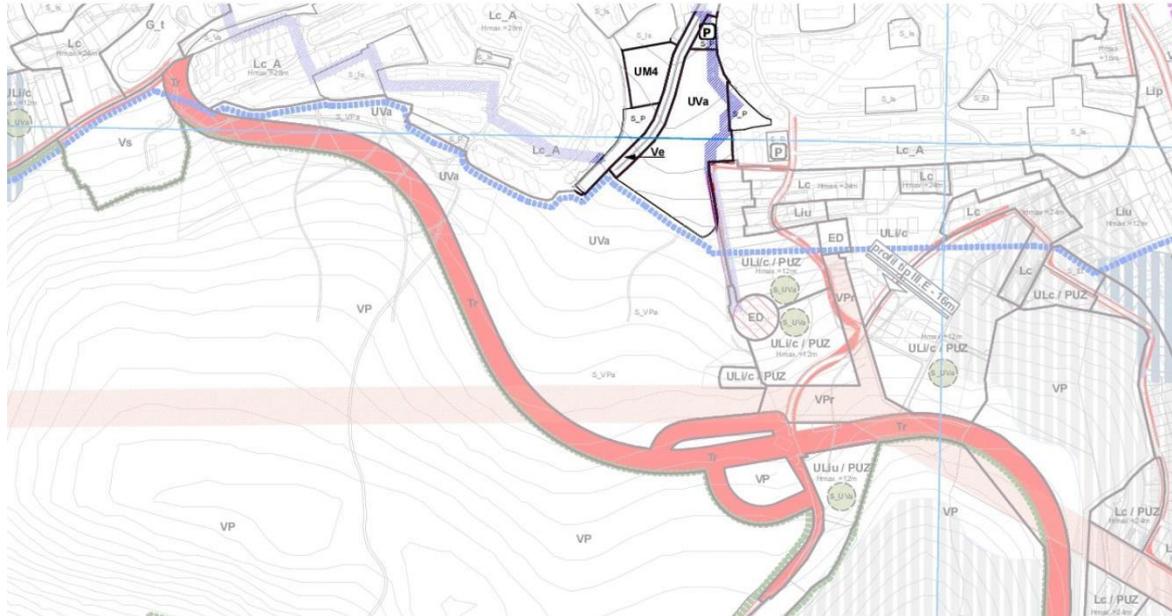
On the other hand, from a demographic stand point, the population of the neighborhood is formed out of former working class people who nowadays work in the service industry (due to the closing of industrial platforms after the fall of the communist regime).



With this background, the Neighborhood changed quite a lot in the last 10-15 years, having a more dynamic change. It has already 100 000 inhabitants, many of the former workers, now in pension, moved to Floresti (the big suburbia next to Cluj) and also their children, now grownups started to inhabit the neighbourhood in a more individualistic way. The other part of the coin is the big migration movement of the '70s and '80s generation, who left for work in Germany, Spain or Italy and left home the grandparents and their children, now teenagers. This is a new phenomenon which occurs and damages more the gap between the generations. But parallel with this, a new wave of young parents started to move here and inhabit the common spaces, such as the La Terenuri area, the library, playgrounds or the Mall. We can see a need of these generations to look more for common spaces and to still be proud of their Mănăştur origin or recent identity. On top of these, many students started to look for rent here because of the price and accessibility of the neighborhood. Mănăştur it's a very complex story, in fact it shows the bigger picture of Romania of today: many generations, now on the move due to lack of job resources, in need to meeting each other but when lacking common spaces they direct their attention to consumerist lifestyle many times in an individual or family based one.

On top of this, many generations are still connected to the rural, to the villages of their parents or grandparents which gives this situation a quite unique but in the same time general tendency for smaller cities in Romania, the ever appropriation of both urban and rural lifestyle, blended in a pot spiced up with western values and aspirations.

- UVa - GREEN AREA - PUBLIC PARKS, GARDENS**
- Ve - GREEN AREA DEDICATED TO PROTECTION OF RIVER STREAMS**
- S\_P - COLLECTIVE NEIGHBORHOOD PARKING**
- UM4 - MIXED FUNCTIONS ZONE WITH OPEN CONSTRUCTION REGULATIO**



The studied area in the Mănăştur neighborhood is fragmented into several territorial units, each with its own zoning rules: UM4 (mixed zone with open construction regulation), Ve (green area dedicated for the protection of running waters) and UVa (green area, public parks and gardens in future urbanization zones). As it can be seen in the excerpt from the general urban plan from Cluj-Napoca, the dominating territorial unit for the area is the UVa. Moreover, regarding the local regulation for the studied area, the current general urban plan of Cluj-Napoca states that this territorial unit can be developed into a project as a whole and should serve the public interest. If any transformations occur within a project, it has to be approved by the Technical commission for territory development and urban planning and the chief city architect. Additionally, the permitted utilization of space includes:

- Tree plantations (of high medium and low heights)
- System of alleyways and paths
- Urban furniture or playground equipment
- Landscape design elements
- Constructions for cultural purposes and public service (incl. food serving)
- Administration and park management pavilions

The limited occupation surface for new constructions is 5% of the total buildable area.

Thus, considering all the aforementioned regulation regarding the project area, the project should make good use of the unoccupied public space in order to facilitate public gatherings and the formation of a local community.

## 2. PARTICIPATIVE PROJECT'S PROPOSAL DEVELOPMENT

We had the opportunity to build on the past experiences that "La Terenuri" had with their participative approach. We had a series of conversations with Lala Panait and read the book "cARTier - Peripheral Interventions" which gave us an overall view of the actions taken in this area. With both sources we have an understanding of several social dynamics and needs. Enough to see that there is no Core Group of neighbors or friends of the area. And also enough to say that FOOD can bring people together and form this group.

We recognize that our Project Idea initiates mostly with secondary data. For this reason we shaped this proposal considering it as a participatory process.

The Participation Theoretical Framework that we are using is ABCD: Asset Based Community Development.

The Community Assets are:

- Past experience of La Terenuri.
- Neighbors that grow crops.
- Spaces for public interactions with food.
- Neighbors and friends that cook or like to eat.
- Cluj growth tendency in the food wise scenario.

The framework inputs are the Assets and the process are food events and the output is a Core Group.

We only meet with Lala Panait and will meet with the interested neighbors or friends that we find as a result of the promotion campaign. Will present the idea to them as parts of a "puzzle" expecting that their contributions give the final shape to the project.

To initiate this idea we didn't implement a participatory method for two reasons:

- 1.- enough information from the past interventions.
- 2.- we support in the theory that food brings people together.

Briefly what it shall be done is:

Choose good weather days, have meetings with the neighbors and friends of the

area and socialize the idea of forming a Core Group. Show that food can be one way to conform this group. See if this makes sense and detected those that consider this idea. Then built an open and clear plan made with the community. Together with the interested members of the community gather and analyze perceptions and feeling of the community related to food and their common spaces. Draft ideas of what can happen, choose and implement.

From hard data analysis there is local need all around Cluj . We can see that there are some very nice parks (Central, Rozelor, Gheorgheni) and some green havens. According to the data from the most recent Register of Green Spaces (Registru al Spatiilor Verzi) from Cluj-Napoca, one citizen of the city has at his disposal 14 square meters of green space. The requirement of the EU regarding the green spaces is of 26 square meters/ capita. According to the data from the city hall's website, a citizen benefits of 25.6 m<sup>2</sup>, a little less under the norms of the EU. The most recent Register of Green Spaces, ended in 2011 shows that in total, in the municipality of Cluj-Napoca has 8.140.800 m<sup>2</sup> of green space. But the register is taking into consideration both the yards of the people and their vegetables gardens, as well as cemeteries and forests.\*\* They are definitely green areas but not suitable spaces for public community life.

From the specific local need in Mănăştur, as we mentioned at the beginning, we consider a problem the missing group in this community that can support the actions and activities to keep going. External aid is still needed to maintain the awareness of the need of this green area. So by FOOD we think that we will be able to "fix" a group in this area. This group might be the one taking other actions for their own problems.





\*\* [<http://www.primariaclujnapoca.ro/comunicate.html?gId=837>]

### 3. TECHNICAL DESCRIPTION OF THE REGENERATION PROJECT

La Terenuri Mănăştur is a vast green space within the blocks area, apparently abandoned, but with uncertain juridical features and used informally in many ways by its inhabitants: gardening, walking the dogs, children playgrounds, sport fields, walking in the forest and other informal leisure activities. In the last 4 years a civic initiative started here engaging the citizens and activating them to formulate a common request towards the Town hall, in the way of transforming this area into a public park. Also the initiative started an experimentation process of participatory urbanism and designed temporary functions for the park: a stage, benches, a garden, swings, repairing the existing infrastructure, waste bins and also creating here a cultural hub by creating the Days of the Neighbourhood, all of these with the purpose of creating a common space for the inhabitants to meet, express and act for their neighbourhood, Mănăştur.

The regeneration intervention is supposed to support FOOD related events with regard to a few major aspects:

- gathering information and creating a database about food culture in the area and around the city;
- organizing events, workshops community meetings around the topic of food;
- identifying a core group of locals that could get involved in keeping alive these sort of events in the future.

Urban and architectural aspects: the context of the intervention already planned for La Terenuri Mănăştur comprises a work group and a pavilion to be built in the place where events and gatherings used to take place in the past. So, our food related events are meant to give a temporary function this pavilion and to use it as a framework for future activities. Our intervention refers to complementing this pavilion with certain architectural objects and features that would be necessary for activities and workshops.



As already mentioned in the previous section, there is a lack of suitable spaces for public community life in Cluj. So these events are not only meant to be entertaining and fun, but they also have the role of raising awareness of the need of public green spaces and of the important role each member of the community has. Therefore, the events will “filter” individuals that are willing to take responsibility and participate in the community life. They will be part of our intended CORE Group who will take further our intervention and aim their activities in the direction of pointing and solving problems that are stringent to community life.



Another issue already pointed out by the team from La Terenuri is that of waste management. Therefore, we intend to organize a special area for selective waste collection which is to serve the community not only during our intervention, but also for the future.

Describe the steps for the implementation of the regeneration intervention planned and the tools/instruments/machines/materials/competences and workers needed.

As previously mentioned, our intervention aims a few major aspects and these aspects actually define the steps we need to take in order to accomplish our goal:

- 3.1. data gathering, information, identifying community features related to food, cultural backgrounds, urban habits and preferences
- 3.2. organizing FOOD related events and promoting them
- 3.3. identifying a CORE Group for future actions



### **3.1. The informative process and data collection**

In order to be able to decide what type of food events to plan, we need to gather data about food preferences, food culture of the community, cultural background, urban habitudes. To achieve this, we intend to pursue the following strategies:

- create an online platform for discussions and exchange of opinions to identify what are the main interests related to food and community activities (competitions, recipes, food for children, cooking workshops, urban gardening and food etc); for this we need IT equipment and person in charge with moderating the discussion on a social media platform;
- informative and consultation meetings with the neighbors and friends of the area where we show our intention of organizing food related events in accordance to their preferences and specific needs. From the people who show most interest in these activities we can already identify a few who could form the Core Group for the future (for being involved in handling the event organization and assuring continuity of our intervention). Together with the interested members of the community we gather and analyse the perceptions of the community related to food and their common spaces. We will draft ideas of what can happen and built a transparent plan together with the community. For these meetings we need a location (that might provide by one the neighborhood restaurants/cafes), IT equipment, informative materials (brochures, maps etc)

and people moderating the talks.

- mapping culinary options of the area, creating a map of stakeholders related to food, a list of known chefs that will like to collaborate in community activities; depending on the answers that people come with on the online discussions and live meeting, we could draft a brochure of local recipes; in order to achieve this we need access to certain databases that provide statistic information; we have to engage in site visits and gather on-site information where possible; we also need IT equipment and people with design skills to organize the collected data and put it into easy readable info-graphs.

### **3.2. FOOD related events**

These events are aimed at outlining the knowledge and skills people already have, but we also want to introduce events that take the food issue a step forward and point towards social sustainability. We noticed that many neighbors in the area have a strong cultural tradition and expertise in growing their own vegetables and we also noticed a certain pride that people have about the food they prepare. We will use this as input information and “build” upon this knowledge in order to extend the topic in different directions that might generate new areas of discussions that would debate the problems that community faces.

In the beginning we will focus on the main culinary features of the area (shows, contests, and workshops) to increase the interest for community activities. Later on we aim to focus on new issues related to food, urban and social responsibility with topics such as:

- food waste issues, food industry impact on environment
- city food identity and labels
- urban gardens and food as means of entrepreneurship
- culinary workshops and activities for children
- discussions about possible forms of partnership among local authorities, local businesses and civil society groups - to achieve what they could not achieve alone.
- participative cooking events that could eventually turn into a repeating event as it promotes local gastronomy, producers and products, and could create economic and social value.

As previously mentioned, the location for these events will be the one of the pavilion that is to be built in the following months at La Terenuri by an international team of architects.

For the cooking activities we thought of designing and creating a “community table” that can be used during these activities and workshops, but also after our intervention, whenever the community needs to. A large table promotes the idea of people coming together, food bringing people together, social interaction, exchanging ideas and opinions.

Another intention is to fabricate pieces of small urban furniture designed for seating, both for adults and for children.

The main materials for the table and seats would be wood and some metal joinery, and we would need portable carpentry machines and some people with carpentry skills and knowledge. For the furniture fabrication we intend to encourage people and children from the community to get involved in the process, this way increasing interaction and also responsibility towards something they created themselves (in order to prevent damaging and theft).



When events are not happening, these furniture pieces need to be stored, so we thought of using the existing containers on site in order to convert them into closed storage space.

For each event we will need consumable supplies and materials in accordance with the specific features of each activity. These might include: water, paper, dishes, tableware, cleaning products etc.

### **3.3. CORE group for future activities**

The role of these food related events is not just to inform and bring new issues

into attention, but also to underline the idea of social responsibility, to empower the locals to take actions towards solving stringent problems for the community, making them be confident that their actions and voices are heard and really can make a difference by getting involved.

So, we aim at identifying a group of individuals who are willing to get involved and accept the challenge of being in charge with the organization of future events for the community. This way our interventions do not remain only a one-time action, but will be carried further in the future and will adapt to what people want and need. They would be able to formulate stand for their opinions about the common public space that is needed, about urban gardens (there already is a tradition of gardening in the area), local authorities support and facilitation of dialogue between interested parties.

The team from La Terenuri Mănăştur already started improving waste collection by placing rubbish bins in the area, as they did not exist before. The challenge is now about waste collection and selection. That is why we consider organizing a specially designed area for the big waste containers, in order to ensure selective collection. We also want to create an information panel somewhere nearby that would remind people how important recycling is and how responsible each of us should be regarding this matter. We will also print flyers and brochures on this topic (some for adults, some specially designed for children) and spread the information around so that people are aware that there is a special place for the trash to go, this way increasing responsibility about the environmental impact of our actions.

#### 4. ENVIRONMENTAL, SOCIAL AND CULTURAL PURPOSES OF THE REGENERATION PROJECT

Culture is the tool that we are using to bring people together, food as culture. Neighbors, enthusiast cooks and regular citizens are open to culture because of the pride of a recipe or the crops they grow, or because of what they love to eat. Culture is evident when sharing is.

Eating in public makes social contact feasible, people can easily talk about food and topics related. This can ignite other type of conversations. We are relaying in food as a social bounder.

With street surveys will measure how FOOD influences this community? Will ask neighbors what they know to cook, what they love to eat and which is the person they consider the best cook in their life. Also what they know about the area, their general perception of the area and finally who they trust. This will be done before and after the series of events, and also during the events. This measurements will give us a good view on changes in their knowledge of their environment, trust in others and their vision of the area.

Use of the space is related with having contact with nature, see others, and perhaps practice a sport. And also things that already happen like the events organized by La Terenuri and other organizations. Cultural venues like theater, cinema and painting. However other scenarios are possible, the direction of use of this area by law is a green area. But depending on the will of owners of land, the municipality and the effect of the actions made by citizens the other possible of scenarios.

For users we foreseen minorities and majorities bridging the gap. Neighbors having casual encounters. A combination of neighbors around of the area and from the other neighborhoods of Cluj.

The project is a series of public events where neighbors and cooking enthusiast share/sell food. Also the ones that grow crops share/sell their goods. The decision of sharing or selling will be of the Core Group. Independently of that they decide, one or the other or a combination, both are activities that create or enhance social and economic relationships.

The environmental, and specifically nature, is the umbrella pillar of this project. The reason for FOOD is that a group of citizens of Cluj achieve a green area. A place for community life. We are addressing this by provoking and guiding a group of citizens that can hold and keep this vision.

#### Quantitative:

- Number of neighbors in meetings
- Number of neighbors in the team
- Number of neighbors/people assisting the events
- Number of kids assisting the events
- Number of plates share or sold
- Number of "chefs" participating
- Number of people involved in cooking

- Number of meetings
- Amount of time require to keep the Core Group motivated and advancing

Qualitative:

- What they know about the area

Starting, since day zero, will be reaching out for interested neighbors in food events and/or creating a Core Group. We are only proposing a process (food) which can develop a Core Group. The exact details will manage to get them from the interested neighbors. The complete concept will be built with them.

We offer companion base in learning and this will be part of the motivation to keep going. The amount of time and skills needed or require from us will decrease in each event.

## 5. RISKS AND EXTERNALITIES

Potential externalities and risks affecting the project's outcome could be divided into external and internal threats. Externalities consist mainly of the proprietors' interests regarding the territory. It is possible that they will sell the whole site or that they will decide to use it for real estate investment without any concern regarding the activities and events going on there. Another risk is the local authorities' lack of interest in such case.

Internal risks are related to the local community as the whole initiative is based on the responsiveness and active engagement of the neighborhood. If the community won't take the responsibility to take over the administration of the utilities and the events, if there won't develop a Core Group than the FOOD events won't continue. Therefore we included in our project a training and a discussion series of coaching those who are interested in the project to involve them even more and to help them with the practical issues in the first few months.

Another risk is the changing members of the neighborhood. In the

communist era, a lot of people was forced to move out from their rural environment into the urban residential units because of their jobs and after the fall of the regime most of them moved away and moving away even today. There is also a lot of students in the area who rent an apartment only for a few years and then they are going way. All these aspects could weaken the community, but it could be perceived also as an opportunity to involve new people and to raise awareness even more.

Further threats lay in the current conflicts between different groups of ethnicity, namely the habitants and the local gipsy community. Members of the latter is actually helping in the selective collecting of the waste in the whole city in an informal and illegal way. However, their presence at the events is always a risk because of the habitants negative prejudices towards them.

## 6. BUSINESS PLAN

### ***VISION***

The regeneration intervention is supposed to support FOOD related events with regard to a few major aspects:

- gathering information and creating a database about food culture in the area and around the city;
- organizing events, workshops community meetings around the topic of food;
- identifying a core group of locals that could get involved in keeping alive these sort of events in the future.

### *Social and urban sustainability*

The project we envision is a series of public events where neighbors and cooking enthusiast share/sell food. Also, the ones that grow crops share/sell their goods. The decision of sharing or selling will be of the Core Group that acts as representative for the community. Independently of what they decide, one or the other or a combination, both are activities that create or enhance social and economic relationships.

The environment, and more specifically nature, is the umbrella pillar of this project. The reason for FOOD is that a group of citizens of Cluj can achieve

appropriate a green area, a place for community life to take place. We are addressing this by provoking and guiding a group of citizens that can hold and keep this vision.

### ***MISSION STATEMENT***

These events are not only meant to be entertaining and fun, but they also have the role of raising awareness of the need of public green spaces and of the important role each member of the community has. Therefore, the events will “filter” individuals that are willing to take responsibility and participate in the community life. They will be part of our intended CORE Group who will take further our intervention and aim their activities in the direction of pointing and solving problems that are stringent to community life.

### ***SERVICES PROVIDED***

#### **WHAT?**

We will provide services of data collection and social research regarding the community and its food culture, guidance in organising a series of food related events meant to show locals skills on this topic but also events that bring into attention current issues related to this field. All along the process we will guide and train members of the community on how to manage and organise such events, so that in the future the Core Group can be able to handle them by themselves. This is not meant to focus only on food events, but we aim at raising people awareness that they can take action for the problems of the community, they can make changes and implement them.

#### **WHY?**

We believe that food brings people together no matter the cultural or economic background. It is a good reason for people to share experiences as a community, this way empowering them with the feeling that together they have an important role in the life of the city but also a responsibility towards their community.

Culture is the tool that we are using to bring people together, food as culture. Neighbours, enthusiast cooks and regular citizens are open to culture because of the pride of a recipe or the crops they grow, or because of what they love to eat. Culture is evident when it is shared.

Eating in public makes social contact feasible, people can easily talk about

food and related topics. This can ignite other type of conversations. We are relying on food as a social boulder, with the goal of expanding these type of social interactions also for other subjects that are of interest for the community.

### **WHO?**

Our services will be the result of a multidisciplinary team and of the collaboration between architects, artist, designers, urban planners, anthropologists, IT specialists, financial and legal consultants, and other related specialised organisations.

### ***MARKET ANALYSIS***

The context of the intervention already planned for La Terenuri Mănăştur comprises a work group and a pavilion to be built in the place where events and gatherings used to take place in the past. So, our food related events are meant to give a temporary function this pavilion and to use it as a framework for future activities. Our intervention refers to complementing this pavilion with certain architectural objects and features that would be necessary for activities and workshops.

Another issue already pointed out by the team from La Terenuri - Spațiu comun în Mănăştur is that of waste management. Therefore, we intend to organize a special area for selective waste collection which is to serve the community not only during our intervention, but also for the future.

### ***MARKET SEGMENTATION***

The target audience we try to reach could be divide into three major groups:

- local inhabitants of the neighboring blocks of apartments, but also friends of the area who are willing to get involved in the activities happening here
- economic actors in the area who are willing to support our envisioned activities
- local authorities, in the sense of improving the dialogue between them and the local community.

Among members of the community we can further identify different groups such as: people who grow their own crops and already have a strong culture towards gardening and food; group of mothers; children; youngsters; people who are owners of dogs, people using the place for

leisure activities.

### ***START-UP SUMMARY***

The group of will operate as a partner entity of ColectivA, the cultural NGO that already had activities and interventions at La Terenuri - Spațiu comun în Mănăştur, We will provide our services for a series of four events during the year, offering guidance and expertise to the Core Group of community members related to urban interventions, cultural activities and social responsibility issues.

#### *Start-up assets and expenses*

The star-up's costs amount for 6000 euro.

<b>Start-up expenses</b>	<b>euro</b>
Legal	300
Rent	200
IT equipment	2000
Website design & hosting	500
<b>TOTAL start-up expenses</b>	<b>3000</b>
<b>Start-up assets</b>	
Cash required	2000
Inventory	500
Current assets	0
Long-term assets	0
<b>TOTAL ASSETS</b>	<b>2500</b>
<b>CAPITAL</b>	<b>500</b>
<b>TOTAL FUNDING</b>	<b>6000</b>

### ***STRATEGY AND IMPLEMENTATION***

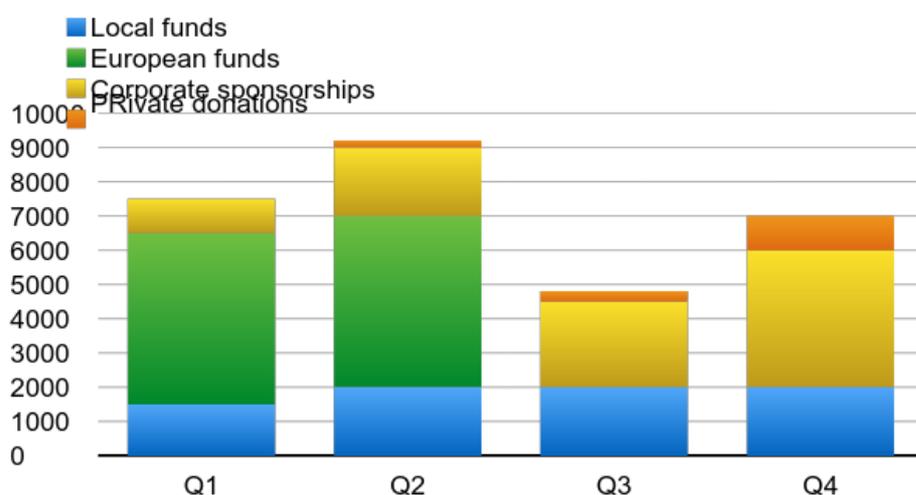
Our intervention aims a few major aspects and these aspects actually define the steps we need to take in order to accomplish our goal:

1. data gathering, information, identifying community features related to food, cultural backgrounds, urban habits and preferences
2. organising FOOD related events and promoting them
3. identifying a CORE Group for future actions.

### FUNDING FORECAST

Funds will mainly come from four categories: local funds obtained from local authorities according to their budget plan, European funding, corporate sponsorship of companies who are interested in these type of interventions, and private donations from various third parties.

<b>Fundraising forecast/quarter</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
<b>Local funds</b>	1500	2000	2000	2000
<b>European funds</b>	5000	5000	0	0
<b>Corporate sponsorships</b>	1000	2000	2500	4000
<b>Private donations</b>	0	200	300	1000
<b>TOTAL</b>	<b>7500</b>	<b>9200</b>	<b>4800</b>	<b>7000</b>



**PERSONNEL**

<b>Personnel plan</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
<b>Project manager</b>	1300	1300	1300	1300
<b>Fundraising coordinator</b>	1000	1000	1000	1000
<b>Communication coordinator</b>	1000	1000	1000	1000
<b>Technical coordinator</b>	1000	1000	1000	1000
<b>Research and analysis coordinator</b>	1000	1000	1000	1000
<b>TOTAL</b>	<b>5300</b>	<b>5300</b>	<b>5300</b>	<b>5300</b>

**FINANCIAL PLAN**

The group aims to divide the obtained budget so that each event is funded proportionally According to its amplitude.

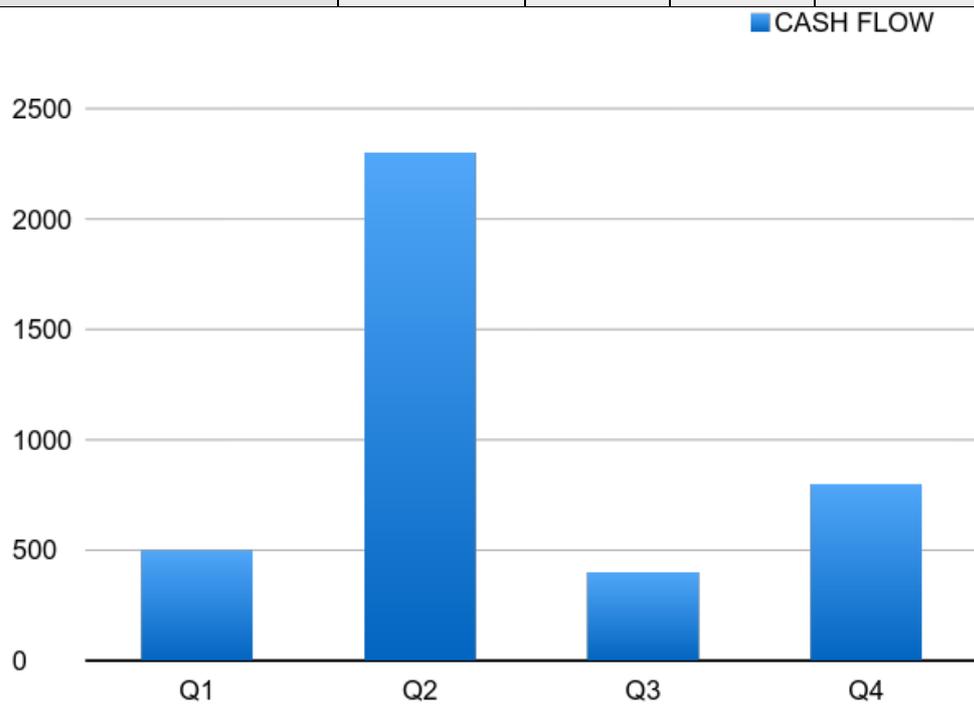
**PROJECTED SURPLUS AND DEFICIT**

<b>SURPLUS AND DEFICIT</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
<b>Funding/ Gross Surplus</b>	<b>7500</b>	<b>9200</b>	<b>4800</b>	<b>7000</b>
<b>Expenses</b>				
Payroll	5300	5300	5300	5300
Rent	200	200	200	200
Utilities	100	100	100	100
Activities	1200	1500	1000	1000

Training	200	300	100	0
<b>Total operating expenses</b>	<b>7000</b>	<b>7400</b>	<b>6700</b>	<b>6600</b>

***CASH FLOW PROJECTIONS***

Cash Flow/quarter	Q1	Q2	Q3	Q4
Initial balance	0	500	2300	400
TOTAL funding	7500	9200	4800	7000
Total expenses	7000	7400	6700	6600
<b>Cash Flow (cumulative)</b>	<b>500</b>	<b>2300</b>	<b>400</b>	<b>800</b>



<b>Net Surplus</b>	<b>500</b>	<b>1800</b>	<b>-1900</b>	<b>400</b>
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## 7. FUNDING AND MARKETING STRATEGY

### ***FUNDING STRATEGY***

Our group aims to use multiple funding sources on local and international levels, namely the local government fund, corporate sponsorships, private donations and European funds. In the first half of the series of events the main funding will be based on European funds, and our goal is to incrementally shift this base towards the local government's annual irredeemable funding program.

These funds will cover the payroll of the operating group, the initial investment in the utilities, renting and the training costs.

Corporate sponsorships and private donations will cover the costs of the multiple activities of the FOOD events in the first half of the series, increasing on to such level in the second half as to be able to cover most of the total operating expenses.

There are also local businesses which are directly and indirectly involved in the initiatives like the grocery stores, bars and restaurants in the area which will supply part of materials needed at the events.

Our group will map the possible sponsors and local businesses interested in our initiative. We will present them our mission, previous experiences of the ColectivA at La Terenuri, our strategy of implementation and goals of the project. We will also offer them visibility and publicity at the FOOD events.

### ***MARKETING STRATEGY***

Marketing the FOOD have several objectives such as raising awareness on the La Terenuri urban territory and the lack of public green zones in the area, integrating the FOOD initiative in the current activities, favoring integrated programs between public and private entities, engaging the territory's key-actors (local authorities, proprietors, congregations and communities) who shall play a key-role in territorial management and decisions.

The target audience we aim to reach could be divided into three major groups:

- the local community of the neighboring residential blocks
- economic actors in the area
- local authorities

Analysis of the audience was made broadly and based on previous experiences of the group ColectivA. Thus the local community can be segmented into further groups based on the members' age, education, family status, employment and ethnography, and each of them will be addressed differently and through different channels.

Those of the younger people are more likely to engage into a festival-like event or something related to music and concerts, while those who have a family are likely to attend an event where their children can have fun too. There are further interest too like the ones of the mothers or the dog-owners. Young people are also more affected by current trends through the internet, they are more likely to resonate with healthy food / lifestyle aspects of the event, while elderly people are paying more attention on the quality and source of the food they are eating, they prefer homegrown crops.

Youngsters and young couples are more present on the social media, so they will be reached through the online platforms, while to elderly people we will communicate through posters and leaflets scattered around all over the neighborhood, in every residential unit and in the local pubs and shops (there is a grocery store in the proximity of the site which acts like a center, a meeting point for the locals). We will also reach to the local hairdressers for sharing information from mouth to mouth.

Another possible way to reach the community is through the church since there is a strong religious commitment present in the Romanian society.

Economic actors who are willing to support our activities and the local authorities will be addressed directly through reports on the events and its outcomes.

We also aim to create international partnerships with similar initiatives to learn about different cases and the methods used in each one, to share knowledge and experience and to eventually help each other. We also want to involve international stakeholders in the events to broaden the activities and to offer new perspectives to the future Core Group.