

PRIORITIES OF LOCAL DEVELOPMENT IN PUBLIC MANAGEMENT. EXPERIENCE OF THE ADMINISTRATIVE-TERRITORIAL UNIT CAJVANA CITY, SUCEAVA COUNTY**Petronela SCUTARIU**

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In the content of this article, we aim to analyze the organization and functioning of the administrative apparatus in the Cajvana City, in order to identify the strategic directions and opportunities for the future development of the respective administrative-territorial unit. The research shows that the strategic development benchmarks of the community in the Cajvana City for the period 2016 - 2022 are: the development of the technical-urban infrastructure and the protection of the environment; increasing the quality of life; creating a competitive and prosperous economic environment; development of the leisure sector. From the interpretation of the answers received from the citizens in a survey based on a questionnaire regarding the future investment projects proposed by the local authority for the development of the Cajvana City, we found that the project "Building water and sewerage networks" is considered very important, and the project "Creation of an information point regarding the financing of European funds" is declared to be unimportant. The analysis shows that at Cajvana Locality level several objectives were achieved, by accessing European funds and financing from their own budget, of which: building a new town hall; school with grades 0-IV Body E of the Technological High School "Ștefan Cel Mare" Cajvana; public services building; the arrangement of a green space and a playground.

Key words: *local community; strategic directions of intervention; local development; sources of financing; responses from citizens; the importance of future investment projects; local authority; development results*

JEL Classification: *R58, R59*

I. INTRODUCTION

Several defining trends are expressed in the specialized literature on the subject of local development. In this sense, two explanatory criteria for local development can be highlighted: the local community and its needs; the changes that take place within the local arrangement. The opinions expressed and included in the first category are aimed at the beneficiaries of development - the members of the local community, while in the second category the explanations regarding the effects of the changes that occur as a result of the local development are framed. These two categories of criteria should not be treated separately, but rather are complementary (Sekula, 2002, p. 60).

Local development is understood as a process of improving the economic, social and environmental situation in a certain area based on the use of endogenous resources to improve the well-being and quality of life of its population. (Dawkins, 2003 *apud* Milán-García et alii, 2019, p. 1) The most characteristic element of the concept is found in endogenous resources, which take advantage of the economic and social dynamics of a specific territory so that its past and future are intrinsically related to its use (Handayani W., 2003 *apud* Milán-García et alii, 2019, p. 1)

A fruitful paradigm, as described by Professor Péter Futó, local development does not know an exact definition, but for its explanation can be achieved an incorporation of several fields such as (Futó, 2019, pp. 4-5):

Governance: Local development focuses on governance issues aimed at strengthening economic prosperity, social stability and environmental sustainability at local and regional level.

Investigation: Local development involves social, economic and institutional research aimed at understanding, explaining and highlighting the factors that lead to the development of settlements, regions and urban and rural spaces.

Education: Local development as a field of higher education transmits the necessary knowledge to students who intend to become development practitioners at local and regional level.

From another perspective, the objective of local development is to create a participatory environment that will strengthen the capacities of local institutions to implement inclusive social and employment interventions (Local Development Strategies, p. 2)..

The spirit of promoting the common good of the locality is manifested by involving the inhabitants of the local community in development projects and programs (Oviasuyi, 2010, p. 103). The community has the capacity to respond to specific local development plans, to mobilize its resources in a collective way, to adapt its

organizations to the required needs and to develop its own management rules to deal with the situation (Okafor, 1984 *apud* Oviasuyi, 2010, p. 103).

Based on these explanations, the purpose of the present research *aims to analyze the organization and functioning of the administrative apparatus in the Cajvana City, in order to identify the strategic directions and opportunities for the future development of the respective administrative-territorial unit.*

To achieve this goal, we aim to achieve the following specific objectives:

- O₁ - conceptual explanation of the phenomenon of local development
- O₂ - presentation of historical references regarding the genesis of Cajvana City
- O₃ - the territorial and functional organizational description of the territory and the City Hall of Cajvana City
- O₄ - explaining the strategic intervention directions for the development of Cajvana City
- O₅ - demonstration of financial support for the development and implementation of the development projects of the Cajvana City
- O₆ - presentation of opinions of the citizens regarding the importance of the future investment projects proposed by the local authority for the development of the Cajvana City
- O₇ - enumeration of objectives achieved and results of the development through investment projects of local interest in Cajvana City.

II. SHORT HISTORY AND ELEMENTS OF ORGANIZATION IN THE CAJVANA CITY

The first documentary attestation of the City of Cajvana is made in 1575 on the occasion of establishing the boundaries of the estate of the descendants of Luca Arbore. In the following period it is mentioned in several decisional acts because, in 1613, the Cajvana village becomes the property of Solca Monastery. Ștefan Tomșa buys Cajvana with 1000 ugy (Hungarian coins) from Tofana, the daughter of Marică Călugărița (Luca Arbore's daughter). It remains in the property of Solca Monastery until the occupation of Bukovina by the Austrians in 1774.

The city of Cajvana is located in the central part of Suceava County, to the northwest of Suceava Municipality, on the valley of Cajvana Stream, tributary of Soloneț Stream, having NV geographical orientation:

- 36 km from Suceava;
- 35 km from Gura-Humorului City;
- 30 km from Rădăuți Municipality;
- 12 km from Solca City. (Ghinea, 2000)

The territory of the Cajvana City is part of the northwestern extremity of Suceava Plateau, being between the peaks of Obcine Mari and Dragomirna Hill.

The residence is the Cajvana City, and Codru is the village belonging to the city, which comprises 47 households and 189 inhabitants, being located at a distance of about 4 km from the city of residence. Codru village is located in the northern part of Cajvana City and is adjacent to the extra-urban land of Arbore Commune, the land of the Iaslovăț and Milișăuți villages, with the Gura-Solcii and Părhăuți villages, as well as with the forest of the Todirești Commune.

The surface area of the Cajvana city is 760 ha, and the Codru Village is spread over an area of 81 ha. The total area of Cajvana City is 2529 ha.

The authority of the local council and the mayor is exercised over the inhabitants of Cajvana City and Codru Village.

The data from the 2011 population census shows:

- no. inhabitants: Cajvana City 6850; Codru Village 189;
- no. housing: Cajvana City 2650, Codru Village 47.

The communication channels existing in the territory of the City of Cajvana are:

- the county road 179 in total length of 9 km that makes the connection between Cajvana-Soloneț and Cajvana-Arbore, fully asphalted
- the road that connects the city of Cajvana with the village of Codru, in length of 4 km
- the road 43 Cajvana-Comănești, registered in the program for paving the communal roads
- the network of roads in the city within the urban perimeter of the city
- the roads in the outskirts that connect to the land plots of the city's inhabitants. (Statute of the Cajvana City)

The main institutions of the city are:

Cajvana Technological High School: High school - 12 classes, 309 students; Vocational School - 8 classes, 205 students; Post-secondary school - 4 classes, 111 students; High School Education - 19 classes, 484 students; Primary Education - 22 classes, 486 students; Preschool Education - 16 groups, 680 preschoolers; the number of teachers is 96;

Medical clinic: 3 family doctors and 2 dentists;
 Human pharmacy;
 Veterinary health district with veterinary pharmacy;
 Phones service; Check; Cooperation; Cultural Home, Library.

The economic activity specific to the population over 40 years is the agriculture with the two main branches, the culture of the plants and the breeding of animals.

At the city level there are also activities with industrial character and services: bakery, milling, shoemaking, tailoring, carpentry, mobile manufacturing, car repair, construction. (Official site of the Cajvana City Hall Institution)

According to the provisions of Law no. 351/2001 regarding the approval of the Plan for the development of the national territory Section IV of the Network of Localities, the Cajvana city is of rank III.

The local public administration authorities are the local council, constituted on 25.06.2016, with a number of 15 councilors, and the mayor. The headquarters of the local authorities is at Cajvana City Hall.

The City Hall of Cajvana consists of the mayor, deputy mayor, the secretary of the city and the own specialized apparatus of the local council of the Cajvana city. Through D.L.C. no. 24 of July 26, 2013 was approved the organizational chart of the own apparatus of the local council of Cajvana City, which shows that within the City Hall 34 civil servants carry out their activity, of which 3 persons are civil servants of management, 31 persons are civil servants of executive and 20 persons holding contractual functions of execution.

III. DEVELOPMENT SCENARIOS AT THE LEVEL OF THE ADMINISTRATIVE-TERRITORIAL UNIT CAJVANA CITY

The Cajvana City Local Development Strategy aims to define the strategic development bankmarks of the community for the period 2016 - 2022.

The principles underlying the elaboration of the development strategy are to ensure a viable partnership, the involvement of the local community, transparency, objectivity, coherence, and continuity of the approach. (Development Strategy of Cajvana City)

The local development strategy of the Cajvana City sets the main axis for the future development of the city, explaining the main roles and directions, based on its own principles and values.

The analysis of the internal and external factors that influence the local development allowed the elaboration of the strategic intervention directions for the development of the Cajvana City, as follows (see Figure no. 1):



Figure 1 - Strategic intervention directions for the development of Cajvana City

Priority 1 - Development of the technical-urban infrastructure and environmental protection:

- Centralized system of drinking water supply and sewerage in Cajvana City, Suceava County;
- Modernization of local road DC 43A by concrete on the Bîrgăuan Gheorghe route (intersection with the concrete road) - Codru (Țițșa);
- Modernization of local road by asphaltting on the route intersection with DJ 178D - Tofan Gavril - the intersection with the DC43C road (Cajvana-Comănești) and the Park variant (Groapa Rusului);
- Modernization by asphaltting of the local road on the Unisim route - Ciotu Filip - Teo - Stadium - Drumul Oilor - Solcan Ștefan - DC43B (Puiu);
- Arrangement of sidewalks in Cajvana City on the Centru route - Intersection with Comănești (Ilițoi) on the left and right side of the county road DJ 178D;
- Modernization by asphaltting and layout of the local road DC 43C, Cajvana - Botoșana on the route Hrițcu - Moroșan Iacob - Gurau Elisei - Cîrcu Gherasim - Pițu Luca - rear cemetery - Pârâul Pietrosu - Botoșana;
- Public parking in Cajvana City;

- Support wall in Cajvana City;
- Shore protection in Cajvana City;
- Bridges in Cajvana City;
- Modernization of agricultural roads by concrete on the route Chindriș Gheorghe - Grivățului Bridge - Georgiana Zone - DC 43A (Codru) and on the Americănița - Pârâu Hotar Soloneț - Ciuhan - DC 43D (Arbuști) route.

Priority 2 - Increasing the quality of life:

- Completion of the rehabilitation works of the C Body - Răcari of the Cajvana Technological High School (water supply, sanitary groups, centralized heating system) and sports field arrangement;
- Completion of the rehabilitation works of the F body - Grades I-IV School of the Cajvana Technological High School (sanitary groups, centralized heating system, interior and exterior arrangements);
- Sports base in Cajvana City;
- Finalizing the works at the sports base A.S. "Cajvana Oak" from Muncel area;
- Construction of School I-VIII P + 2 in Cajvana City;
- Construction of kindergarten in the area called "Groapa Rusului";
- Kindergarten construction in the Muncel area;
- Construction of a building for the canteen, boarding school, school workshops and celebrations hall at the Cajvana Technological High School (Center);
- Rehabilitation and extension of the human dispensary building;
- Expansion of the electrical networks with two transformer stations, in order to supply existing and expected consumers for the Pietrosu, Comănești and Salcâmi areas in Cajvana City, Suceava County;
- Rehabilitation, modernization and extension of the public lighting system by installing low energy and high efficiency lighting devices (economic light bulbs);
- Providing the Voluntary Emergency Service Cajvana with a special vehicle;
- Construction of the building for the Emergency Service.

Priority 3 - Creating a competitive and prosperous economic environment:

- Economic development of Cajvana City;
- Efficient use of local resources;
- Local economic improvement in agriculture field;
- Community support through information, consultancy and training services;

Priority 4 - Development of the leisure sector:

- Construction of the Leisure Area in Salcâmi by arranging a picnic place, playgrounds, building a stage for celebrations, sports ground, parking;
- Improving local management in the sports and leisure sector by supporting sports and leisure activities at the city level and by modernizing the infrastructure;
- Development of leisure infrastructure by organizing in public-private partnership sports and leisure facilities.

IV. SOURCES FOR FINANCIAL SUPPORT OF DEVELOPMENT PROJECTS IN CAJVANA CITY

Both the elaboration and the implementation of the development projects of the Cajvana City can be realized only with the financial support from different sources of financing: the local budget, the budget of the county council, government funds, European funds repayable or non-refundable, funds from public-private partnerships, credits banking, etc., as follows (see Figure no. 2)



Figure 2 - Sources for financial support of development projects in Cajvana City

European Structural and Cohesion Funds are financial instruments through which the European Union works to eliminate economic and social disparities between regions, in order to achieve economic and social cohesion and represents the support for the implementation of the cohesion policy of the European Union. In order to achieve the objectives for which it was created, the European Union works by establishing a single market and an economic and monetary union and by implementing common policies, the main ones being: cohesion policy, common agricultural policy and fisheries policy. (Development Strategy of Cajvana City)

Regional Operational Program aims to ensure the continuity of the strategic vision regarding the regional development in Romania, complementing and developing the directions and priorities of regional development contained in the National Development Program 2007-2013 and implemented through the Regional Operational Program 2007-2013 and other national programs.

This approach is based on the recommendations of the ex-ante Evaluation Report Regional Operational Program 2007-2013, according to which in the long term the overall objective of the regional development policy can be achieved if the major development priorities of 2007 - 2013 are still pursued. Also, the conclusions of the Report "Update of the interim evaluation of the Regional Operational Program 2007-2013" confirm that the development needs identified during the previous programming period, not only remain current, but have been amplified by the impact of the financial and economic crisis that has affected profoundly the Romanian economy and society, having major implications on the level of economic growth, employment, business environment, health and pensions systems, education, tourism and, inevitably, on the standard of living of the population.

Public-Private Partnership is a way of introducing private management into public services, through a long-term contractual relations between an operator and a public authority. This type of partnership ensures the public service in part or in whole, based on the private funds attracted and using the know-how of the private sector.

Credits, although easy to obtain to finance certain investment projects, have a major disadvantage, namely the payment of interest. The repayment of internal loans can be insured either from the state budget or from the local budget, depending on requirements, including the costs of these amounts: interest and commissions. Precisely for these reasons, it is not recommended to take credits for local development.

National Program for Rural Development 2014 – 2020 is an instrument that grants non-reimbursable funds from the European Union and the Government of Romania for the economic-social development of the rural area in Romania.

Human Capital Operational Program. Through the call for projects "School for All", with a fund of 173.2 million euros from the Human Capital Operational Program, the Ministry of European Funds addresses primarily children, students, young people and adults. The program includes integrated socio-educational measures and aims, at the same time, the family, the school and the community.

"Diaspora Start-Up" Program. The financing, worth 30 million euros, is realized through the Human Capital Operational Program 2014-2020 and aims to stimulate entrepreneurship among Romanian citizens from the diaspora and those who have recently returned to the country. The entrepreneurship scheme aims to create an opportunity to return to Romania for those who wish to use the skills (entrepreneurial and / or professional) acquired abroad by opening a business in the country.

Government funds. Their access is achieved through sectoral programs and they are intended in particular to stimulate young entrepreneurs and support the craftsmen.

National Program for Local Development it is the most important financing instrument from the state budget. The following programs were included in the National Program for Local Development:

Program on the rehabilitation, modernization and/or asphaltting of roads of county and local interest, water supply, sewage and sewage treatment in villages, as well as in administrative-territorial units with tourist resources - Government Decision no. 577/1997;

Program for the development of infrastructure and sports bases in rural areas - Government Ordinance no. 7/2006, approved with modifications and completions by Law no. 71/2007, as subsequently amended;

Multiannual priority programs for environment and water management - Government Ordinance no. 40/2006, approved with modifications and completions by Law no. 61/2007, with the subsequent modifications for the program provided in art. 2 paragraph (1) lit. c);

Rehabilitation and modernization program - 10,000 km roads of county interest and roads of local interest - Government Decision no. 530/2010. (Development Strategy of Cajvana City)

The priority objective of the Program is to complete all the objectives financed by other programs currently closed, as well as to support the local public authorities in prioritizing the financing. Currently, the Program finances small-volume infrastructure investment objectives, which do not meet eligibility criteria on European-funded programs, or at which it is absolutely necessary to complete them in order to meet Romania's commitments within the European Union (Development Strategy of Cajvana City).

V. OPINIONS OF CITIZENS REGARDING FUTURE INVESTMENT PROJECTS PROPOSED FOR THE DEVELOPMENT OF CAJVANA CITY

The importance of the future investment projects proposed by the local authority for the development of Cajvana City was the subject of a study based on a questionnaire conducted in December 2016. The opinions of the citizens of this administrative-territorial unit were centralized, their answers being presented as follows (see Table 1):

Table 1 - Citizens' opinion regarding the implementation of future projects proposed by the local authority

Criterion no.	Future development projects proposed	Very important (%)	Important (%)	Unimportant (%)	I don't know (%)
1.	Modernization of local roads: asphaltting, cementation, etc.	96.77%	3.23%	-	-
2.	Construction of water and sewerage networks	100%	-	-	-
3.	Modernization and extension of the educational infrastructure	83.87%	16.13%	-	-
4.	Creation of spaces for relaxation and leisure activities	22.58%	54.84%	16.13%	6.45%
5.	Realization of a sports base	25.81%	38.71%	12.90%	22.58%
6.	Modernization and extension of the public lighting system	70.97%	25.81%	-	3.23%
7.	Sidewalks arrangement	90.32%	9.68%	-	-
8.	Creation of facilities for the development of the business environment	54.84%	29.03%	-	-
9.	Creation of an information point on the financing from European funds	48.39%	38.71%	3.23%	9.68%

From the visualization of the data recorded in the table above we can see that, according to the criterion of importance, on the first position is the Construction of water and sewerage networks, a proposed investment project of which the respondents declared 100% that it is very important for development of Cajvana City. This result clearly shows that at this city community level this need must be met.

On the immediately following positions, high percentages were registered by the projects Modernization of local roads: asphaltting, cementation, etc. (96.77%) and Sidewalks arrangement (90.32%) respectively. These results require that the public administration authorities of Cajvana City take measures to meet these needs of the community they represent.

At the opposite pole, the answers of the citizens surveyed indicate the proposed project Realization of a sports base as being unimportant, this registering only a percentage of 12.90%. Then, a small percentage was also registered for the project Creation of spaces for relaxation and leisure activities (16.13%), a result which denotes that the members of the community declare that they are less interested in financing such a project.

VI. DEVELOPMENT RESULTS FROM INVESTMENT PROJECTS OF LOCAL INTEREST IN CAJVANA CITY

In the administrative-territorial units, the public administration functions and is organized according to several principles, one of them being the local autonomy (GEO no. 57 art. 75 paragraph 1).

This principle is exercised by the authorities of the local public administration (GEO no. 57 art. 84 paragraph 1) and guarantees the right that, within the limits of the law, they have initiatives in all fields, except those expressly given to the competence of other public authorities (GEO no. 57 Article 84 paragraph 5).

The local council approves, at the proposal of the mayor, the technical-economic documentation for the investment works of local interest, according to the law (GEO no. 57 paragraph 129 letters d and e) and approves the strategies regarding the economic, social and environmental development of the unit. administrative-territorial (GEO no. 57 paragraph 129 letters d and e).

Pursuant to these legal provisions, the following objectives have been achieved at the level of Cajvana City, by accessing European funds and financing from its own budget:

- In 2003 a sports hall was built that serves the sports activity of the students from the 7 school bodies;
- Construction of the City Hall building, in 2003, given in use in 2007;
- In 2004, through the Sapard Program, 6 km of road was cemented;

- Arrangement of the Civic Center, in 2006;
- The construction of the Codru School, in 2006, for the students from the village belonging to the Cajvana City, given in use in 2008;
- Construction of the Residential Center for Old People Codru, in 2006;
- Construction of a new school, in 2007, utilities in 2009, put into use in 2013;
- Construction of public services building, in 2010, completed in 2013;
- Arrangement of two parks with playgrounds for children, in 2011;
- Expansion of the electrical network in the Muncel Neighborhood, in 2013;
- Rehabilitation of schools in the locality, in 2007, through sanitary group renovation and modernization of electrical installation, interior design and equipping with new equipment;
- Rehabilitation of the kindergarten no. 2, by arranging the sanitary group and the acquisition and installation of the thermal power plant, in 2015,
- Sidewalks arrangement, started in 2015 and completed in 2017, in a length of 2500 ml.

Construction of new headquarters City Hall

Due to the fact that the activity of the Cajvana Local Council was carried out in a building with insufficient space, without having the most basic hygienic-sanitary conditions and taking into account the fact that it was envisaged to improve the activity and to promptly serve the applicants who addressed the City Hall, by setting up some services, it was absolutely necessary to create a suitable headquarters from all points of view. Thus, in 2002, through D.L.C. no. 7 of 23.04.2002 was approved the project for the construction of the new headquarters of the City Hall of Cajvana, financing the project being made from own funds, the value of the investment amounting to 6,653,935 lei.

The works began in 2003 and in 2007 the new headquarters of the City Hall was used, being divided into 13 offices, of which 5 offices are located on the ground floor with the meeting room, and the other 8 offices are located on the first floor. In these spaces, a number of 20 civil servants from the City Hall of Cajvana carry out their activity (see Figure no. 3).

School with grades 0-IV Body E

Due to the large number of students enrolled in the “Ștefan cel Mare” Cajvana Technological High School and the insufficient number of classrooms for the learning process under optimal conditions, in 2002 work began on a new school body, project financed by the World Bank. The new school body is structured on 3 levels, ground floor and two floors, inside which are 16 classrooms. In 2008 the works were completed and the building was put into use. Since that time, all teachers for primary education in the Cajvana Technological High School have been working in the new school body. All classrooms in this school are equipped with new furniture, video projectors and projection screens (see Figure no. 4).

Public services building

As a result of the initiative of the management of the City Hall of Cajvana to create a building that would satisfy all the requirements, both functionally, comfort and appearance, within the locality the building was built for Public Services. The works started in 2010, after issuing the building permit, with financing from own funds, ending in 2013, when it was put into use.

The basement of the building serves the Emergency Reception Center, the permanence being provided by 5 doctors. On the 1st floor, there are two dental offices, a cadastral office and lawyer's office. On the 2nd floor, the Local Community Public Service for the Evidence of the Persons of the Cajvana City operates, the opening of the service taking place on 02.12.2014. The third floor is occupied by the County Agency for Payments in Agriculture, and on the attic, there are living spaces - an apartment and two studios (see Figure no. 5).

Arrangement of a green space and a playground

Due to the large number of children in the Cajvana City and the lack of green spaces, the Cajvana City Hall accessed in 2011 the project that provided for the arrangement of a green space and a playground with non-reimbursable financing in the amount of 889,770 lei through the Administration of the Environmental Fund. The works at this space started on 04.08.2011, after issuing the authorization by the City Hall of Cajvana, and were completed on 28.10.2011, when the final reception of the work was also made (see Figure no. 6).



Figure 3 - Cajvana City Hall Headquarters



Figure 4 - Cajvana Technological High School - Body E



Figure 5 - Public Services Building



Figure 6 - Park in the Groapa Rusului area

Such projects are welcome and should be in greater numbers because the Cajvana locality is constantly expanding and the green spaces are reduced.

VII. CONCLUSIONS

Based on the above, we can conclude that the study made it possible to identify the strategic opportunities for the future development of the administrative-territorial unit Cajvana in Suceava County.

In the beginning, I presented a series of historical and organizational descriptive benchmarks that showed that the territory of Cajvana City is part of the northwestern extremity of Suceava Plateau, the local public administration authorities representing this administrative unit being the local council and the mayor.

Then, the approach made allowed to highlight the strategic development benchmarks of the community in the Cajvana City for the period 2016 - 2022, such as: development of the technical-urban infrastructure and environmental protection; increasing the quality of life; creating a competitive and prosperous economic environment; development of the leisure sector.

The financial support of these strategic intervention directions for the development of Cajvana City is made from different sources of financing: European Structural and Cohesion Funds; Regional Operational Program; Public-Private Partnerships; credits; National Program for Rural Development 2014 - 2020; Human Capital Operational Program; "Diaspora Start-Up" Program; Government Funds; National Program for Local Development.

From the interpretation of the responses received from citizens in a survey based on a questionnaire regarding the future investment projects proposed by the local authority for the development of the Cajvana City, we found that the project Construction of water and sewerage networks is considered very important, and the project Creation of an information point on the financing from European funds is declared to be unimportant.

Finally, we highlighted the fact that at Cajvana locality level several objectives were achieved, by accessing European funds and by financing from their own budget, among which: building a new town hall; school with grades 0-IV Body E "Stefan Cel Mare" Technological High School Cajvana; building public services; the arrangement of a green space and a playground.

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