

# Regional Action Plan on Cultural Heritage in the North-East Region of Romania

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## Summary

### The main conclusions of the case studies with regards to the 6 municipalities in the North-East region

- The demographic, economic, urban development etc. of the six cities in the region has been heavily influenced by the various historical cycles through which they have passed and have left strong fingerprints on them (the Middle Ages, the 19th century and the first half of the 20th century, the communist period, the transition to the market economy of the 1990s and the first half of the 2000s, the post-integration period in the EU). Although there were some nuances (especially those related to the political-administrative role of the city, its size), these cycles had similar effects in all 6 municipalities;
- All 6 municipalities have integrated urban development strategies (Iași and Vaslui at metropolitan level), which extend until the horizon of 2023 (some with a vision even up to 2030) and include numerous objectives, measures and concrete projects in the fields of tourism, heritage, economic development and innovation, but also Smart City;
- The vision and objectives of these municipalities have strongly changed over time, under the influence of several factors: the role they played, the level of demographic and socio-economic development, the domestic and international political and military context, environmental factors (earthquakes, floods, landslides, fires) and so on. The different historical layers of the city's current urban fabric reflect the city's dynamic over time as well as the priorities at that time.
- *Joining the EU has also brought about an intensification of strategic and territorial planning efforts as well as territorial cooperation, which is a prerequisite for accessing non-reimbursable funds, with a vital role for the development of the 6 cities. Development priorities in the post-accession period of IUDS, GUP, SUMP, PAED etc. are "matched" at EU level. This leads to consistency of objectives both between the 6 municipalities and between different planning documents at local, metropolitan, county, regional and national level. Also, many priorities from the previous programming period also remain in the current cycle;*
- All 6 municipalities have strong points (eg heritage and natural resources, tradition and cultural life, human capital, projects already implemented etc.), but also numerous weak points in the field of heritage and related (weak strategic and financial planning, poor administrative capacity, insufficient financial resources, low stakeholder involvement, objective limitations - such as accessibility etc.). Opportunities that support development, as well as threats to it, are broadly the same for all 6 cities;
- The main attributions regarding the management of the municipalities - as a tourist destination, are held by the City Hall, according to the provisions of Law no. 215/2001 regarding the local public administration, these attributions being managed both by its own apparatus and by the subordinated institutions. These include: Strategic and Territorial Planning (Plans, Strategies, GUP, ZUPs, DUPs), Transport Infrastructure Administration, Public Transport Assurance, Road Traffic Management, Pedestrian and

Cycling Traffic Management, administration of Public and Green spaces, the preservation of heritage built from its property, the financing of cultural institutions, the organization of cultural events, the granting of non-reimbursable financing to the NGO sector, ensuring order and public safety, tourism promotion, risk prevention and management, attracting external resources for investment projects, control of economic activities, construction works etc.;

- An important role is also played by the county councils, the Ministry of Culture and the county directorates for culture, universities, religious cults and NGOs, as well as private property owners. All city halls and county councils allocate over 5% of the budget for culture, religious cults, youth, sport, a part of which are NGO-based non-reimbursable funding;
- Tourist traffic is steadily increasing in all 6 cities, a trend that continues for about 5 years, amid the recovery from the crisis, the growth of purchasing power, the development of the local business environment, public and private investment in infrastructure accommodation and recreation, consolidation and introduction of some monuments (the Palace of Culture Iași, the Citadel of Suceava, the Princely Court of Vaslui, various places of worship etc.), the promotion efforts of the various actors etc. The share of foreign tourists continues to be very low and even declining in some cities, as well as the average length of stay;
- As a whole, as evidenced by strategic and territorial planning documents as well as from the statistical data or discussions within the regional working group, all six cities are at a stage of increasing their development cycle as a destination for cultural tourism. This is the direct result of several factors with a positive influence on the tourism sector at local level, such as: increasing air accessibility; carrying out some restoration works on the built heritage, some representative at national level; private sector development and attracting new private investors, which has driven the development of business tourism; carrying out extensive urban rehabilitation and regeneration with European funds; undertaking tourist promotion efforts; private investment in accommodation infrastructure; the positive dynamics of the national and European economy as a whole etc.;
- The public investments envisaged for the 2030 horizon, also included in the IUDS and SUMP of the 6 municipalities, from the restoration of the cultural heritage, the diversification of the supply of events, to the investments in the transport infrastructure, as well as the private sector dynamics will have an additional driving effect of tourist traffic, which has good growth prospects;
- The last 10 years have marked unprecedented efforts for the tourist promotion of the 6 municipalities as a tourist destination, both internally and externally. Thus, all of them now have tourist information and promotion centers, at least one WEB site providing some information to tourists, promotional materials etc. Others, such as Bacău (SUSTCULT, Youth Capital) or Iași (INTERFACE-IS), have been involved in transnational projects in the field of cultural tourism. Apart from some initiatives taken in Iași (guided tours, tourism strategy, conception of tourist theme routes etc.) or

Suceava (APT Bucovina Cluster), the involvement of the NGO sector and the academic environment in the field of tourism promotion remains unsatisfactory.

- Despite these advances in the last decade, the activity of promoting the municipality is still deficient, considering its considerable potential and the actions carried out in this respect by other similar cities in the country. Among the weaknesses of the cities in this regard, we can mention: poor information and tourist signaling infrastructure (signs, panels, maps etc.); Excessive focus on promotion efforts on a particular type of tourism; the low number of events capable of attracting a large number of visitors and tourists (festivals, concerts etc.), despite the existence of an action plan already prepared for the candidacy of some cities in 2016 to obtain the status of European Capital of Culture; the low visibility of the local tourist offer in the virtual environment; the limited visibility of tourist information centers; lack of local / metropolitan tourism strategies, brand strategies etc.;
- Beyond many similarities between the six cities, each has some competitive advantages, unique locations, a special moment in the past, unprecedented offers that differentiate them from other urban centers in the country and the region. There is potential for integrating these elements of uniqueness into a strengthened cultural tourism offer at regional, national and even cross-border level;
- In each of the six municipalities, starting from the discussions in the regional working group, we selected an area of action which has been thoroughly analyzed in the case study and it will be targeted by the measures in the regional action plan that will be developed in the second part of the project. For the delimitation of these areas, we considered the urban planning regulations in force in the GUP or the grounding studies for the GUPs in work, these overlapping generally over the protected built areas. These areas have a strong cultural-tourist function, with a large concentration of historical monuments and cultural-related spaces, as well as administrative, shopping, educational, recreational etc., which make them a real magnet for residents, tourists and visitors;
- In these areas, with little exceptions, there is a lack of territorial planning (ZUP-P), but also strategic (management plans), although they face specific challenges from the degradation of heritage edifices and public spaces, to the pressure of road traffic, the juxtaposition of incompatible functions or the hosting of an attractive offer of events;
- As regards the context of public policies with an impact on the cultural heritage sector and its related fields, it has had a positive evolution, especially with EU accession, when strategic planning has acquired other valences, so we can talk today about solid planning documents (IUPD, IUDS, GUP, CSDP, county strategies, RDP, regional tourism action plans, national strategies in the field of territorial development, culture, built heritage, tourism, regional development, European heritage strategies, Europe 2020 etc.), which are generally coherent at the level of priorities;
- Although at all decision levels, the last 15 years have brought an improvement in the legal framework (eg façade works, monument restoration, over-taxing degraded property etc.) and strategic planning, these documents have not always been

accompanied by complementary funding programs for their implementation (eg National Restoration Program, consolidation of buildings with seismic risk, urban regeneration, housing etc.);

- However, we must mention the vital role of the Regional Operational Program for the financial years 2007-2013, respectively 2014-2020, which has been and remains the main tool for guiding the urban and regional development policies in Romania, including in the field of built heritage, especially in the context in which the 6 municipalities concerned have an indicative pre-allocation through the Priority Axis no. 4 of this program.

### The main conclusions of the Benchmarking analysis at the level of the 6 municipalities in the North-East region

- **The moment of elaboration of the analyzed documents influences the results of the benchmarking analysis.** In the case of older documentation (eg GUP Botoșani or Vaslui), we find very few references to newer concepts of European inspiration (eg European Union / EU, management, marketing, branding, mobility, accessibility, environmental protection, quality of life, social exclusion / marginalization etc.). Also, these documents do not capture any problems that have recently arisen or accentuated in these cities (eg traffic, public transport, demographic decline, internal and external migration, energy consumption);
- **The documents are dominated by classical concepts: economy as a sector vs. economy as a productive system. Natural resources vs. the human resources. Built heritage vs. immaterial heritage.** All the analyzed documents attach great importance to economic aspects, but not to those related to entrepreneurship, productivity or the knowledge economy. Greater importance is given to natural resources, housing issues, sport and environmental protection (especially green spaces, energy efficiency, air pollution). Also, heritage and culture are analyzed in detail, but the emphasis tends to fall on the built heritage (especially churches, monasteries, archaeological sites), to the detriment of the immaterial one. We also find few references to the unique attractions that individualize the analyzed cities;
- **Documents place little role of civil society in the development of the city.** The Smart City concepts are almost completely ignored by the mentioned documents, except for the cities of Iași and Piatra Neamț. Other topics that are insufficiently addressed are those related, for example, to volunteering, governance, the creative industries sector, computerization / digitization, crime, life expectancy, quality of life, NGO sector, language learning etc.;
- **Integrated Urban Development Strategies better assume the problems of the administrative apparatus.** Certain problems faced by local communities in Romania, such as those related to bureaucracy, transparency or corruption, are, with very few exceptions, unplanned and unclear in general urban plans, but Integrated Urban Development Strategies pay more attention to issues of administrative capacity. There

are also many references to different public services (eg education, health) but very few to their main target group - people;

- **Tourism is treated only as a territorial offer and very rarely in terms of demand.** Tourism is a theme that is extensively addressed in most of the general urban plans and in the integrated urban development strategies, less in cities with fewer attractions (eg Vaslui, Bacău). It is worth mentioning that there are many references to tourism, as an economic sector, but few to tourists, as well as to consumers of services, and almost none to visitors (except for the Regional Action Plans in the field of Tourism, which include a section dedicated to the tourist demand where tourists' preferences are presented and which include museums visitor data - the only information available to them), an almost non-existent concept in the local strategic planning language. Another distinct deficiency concerns the activities for tourists and visitors, whether we are talking about tourist routes, tours for them, gastronomy, shopping, entertainment, events (conferences, exhibitions, competitions etc.). Again, such information is only found in the Regional Action Plans for Tourism, but not in municipal plans and strategies;
- **Management and marketing of destinations are absent concepts.** Issues related to tourism destination management are addressed only tangentially in the general urban plans and in the integrated urban development strategies of the analyzed cities. There are numerous references to tourist potential, attractions, accommodation, perspectives and development projects, but very few to concepts such as target markets and connections with them, experiences, expectations, satisfaction of tourists, quality of services offered, destination management and organizations with this profile or even marketing and tourism promotion. The Regional Action Plans for Tourism are the only ones that include a section dedicated to tourism marketing analysis, focusing on the presentation of tourist information centers. It is worth mentioning here that Destination Management Organizations (DMOs) do not yet have a legal framework in Romania, the Ministry of Tourism launching a public debate only in July 2017;
- **Dominant keywords outline the general picture of the problems of these cities.** The main barriers to the development of the cities analyzed as a tourist destination seem to be the same: lack of investment funds, demographic problems (decline and aging, accelerated by emigration, leading to a shortage of skilled labor), the existence of marginalized / disadvantaged communities, natural hazards (eg earthquakes, landslides), peripheral geographical position in European context and reduced accessibility to major networks, reduced economic performance in European and even national contexts, physical and moral transport infrastructure (lack of highways, fast railways, degradation of roads, streets, public transport fleet, parking deficiencies, bicycle tracks, pedestrian areas etc.), noise and air pollution, reduced opportunities for leisure and recreation, insufficient information and tourist signage, insufficient involvement of the NGOs sector, territorial planning deficiencies, human resources training / skills, property ownership issues and legal constraints in different areas,



fierce competition in attracting resources and tourists from other cities and regions etc.

- **Destinations in the region are less concerned about the perceptions of the citizens and visitors.** The small number of references to the perception of these destination cities, from the perspective of tourists, visitors and even inhabitants, for example in terms of their expectations, experiences, discontent, shows a lack of sociological research for this purpose at local level over time. Regional Action Plans for Tourism include, among other things, the proposed measures and the carrying out of such research.

### The main findings of the opinion poll among local stakeholders in the 6 municipalities of the North-East region

- The studied cities have a wide range of visitors from the **proximity area** (county or region), with low overnight stay or due to the presence of friends/relatives in the area;
- Locals stay in the center an average of 2.5 hours vis-à-vis visitors who stay around 3.5-4 hours. However, this **short stay** shows a limited current capacity of the center to keep people longer;
- Locals go to the center mostly to solve **personal matters / problems**, but tourists generally seem to be interested in social and business tourism. Cultural tourism remains limited as the main reason for visitation and cities must strengthen their cultural offer;
- Tourists do not stay longer than 2 nights in the studied cities. The preferred accommodation is at **friends / relatives place** and secondary in hotels / hostels. There is a wider offer of hotels than that of urban pensions/guesthouses;
- Both tourists, locals and managers consider **infrastructure, mobility, accessibility** as essential;
- **Ethnic / cultural / religious diversity** is not seen as a necessity, with most respondents displaying some reluctance in this respect;
- **Safety and security** are great needs of local people along with SME managers, which means that there is an acute perception of the proximity;
- Collaborative economy is not seen as a priority for locals, and managers see it as a threat to their businesses.

### Synthesis of good practices identified in the SHARE project with potential of transferability at the level of the 6 municipalities in the North-East region

The interregional event of the SHARE project, which took place between 2-6 Jul 2017, in Pecs (Hungary), was aimed at exchanging interregional experience between local administrations in the 6 European countries involved in the project in terms of improving and promoting heritage cultural

events by each partner of the project, as well as visiting historic sites, included in the cultural heritage of the city of Pécs, Hungary.

The good practices identified on the occasion of the participation, with potential for transferability at the level of the municipalities in the North-East region, concern the following aspects:

- Increasing the quality of tourism services - quality is an integral part of the tourism industry. Quality applies to all tourist services from transport and accommodation, to any services that the tourist benefits, but also to the quality of the environment. At Pécs, in all the meetings with various local factors and during the visit of the objectives, the high quality of the human factor, trained in the field in which he works, was particularly highlighted. Thus, by intervening in the development and training of tourism and trade staff, in order to increase the quality of tourism services, it could meet the requirements of the tourists;
- Realization of tours to the heritage attractions of the municipalities;
- Promotion to the heritage edifices, which at this moment are not an attraction point for tourists;
- Regulation of car access in the historical center of Pécs, parking policy;
- Museum sector, extremely well represented and organized;
- Cultural diversity reflected in the architecture of the historical center;
- Major investments in the renovation and maintenance of the many heritage buildings, some of which are very old:
  - The Pécs Cathedral (1008-1046);
  - Sopianae necropolis (1st century);
  - University of Pécs (1367);
  - Yakovali Hassan Mosque (16th century);
  - Pécs National Theater (1786);
  - Zsolnay Museum - Porcelain Factory (1853);
  - Pécs Synagogue (1869);
  - Pécs Town Hall / Tower Clock (1907).

On the other hand, the external peer-review activity of the partner SVILUPPUMBRIA (Italy) offered adjustments to improve the Local Action Plan (such as the introduction of Part 9 in order to achieve the sustainable development objective or to restructure the Annex 1), but also the identification and transfer of good practice: the "champions" method at the level of the North-East region, and consequently at the level of the municipality. This implies that each municipality in the region chooses a theme, depending on the strengths and experience of local actors, for which it assumes its leadership. Therefore, it will organize and host a regional event where local governments and other relevant actors from the other five municipalities will be invited to present their experiences and best practices in the field. This ensures the

dissemination of local good practice across the region and facilitates the exchange of ideas between cities, as well as possible partnerships for projects of common interest.

The themes assumed by the six county municipalities in the North-East region within the "Champions" method are:

- Bacău: "The city of young people";
- Botoșani: "Revitalization of historical centers";
- Iași: "European funds - the key to success in promoting, preserving and protecting the cultural heritage";
- Piatra Neamț: "Smart City - City of citizens and tourists";
- Suceava: "Traditions. Gastronomy. Folklore";
- Vaslui: "Excellence in the design and construction of green spaces, parks and playgrounds".

### Methodology used to develop local action plans for the promotion and protection of cultural heritage in the North-East region:

Based on the methodological lines developed by Greenwich University and discussed with partners in the SHARE project (included in Project Brief 7 and 8), the following framework content was defined for the 6 local action plans of municipalities in the North-East region:

- Introduction (subchapter containing: the synthesis of the analysis of the existing case study situation, the benchmarking analysis and the opinion poll, the main issues and challenges addressed by the Plan, the planning documents analyzed, the good practices identified in the SHARE project that have been analyzed for transferability);
- Strategic development vision (taken from the Integrated Strategy for Urban Development - IUDS, emphasizing its relevance for the areas covered by the Plan: heritage, culture, tourism, SMART CITY etc.);
- Alternatives to solve the problems and challenges identified (the problem tree and objectives for each objective, resulting in pairs of the type: indirect cause-project / intervention, direct cause-measure, major problem-objective, direct effect-result, including alternatives that have been abandoned, invoking the reason, where applicable);
- The relevant actors involved in the process of elaboration of the Plan (both in the preparation phase and in the implementation, monitoring and evaluation phase - including the concrete way of involving each of them - structures within the City Hall, the County Council, the Regional Development Agency, consultants, businesses, citizens, universities, NGOs, cultural institutions etc.);

- Development objectives (partly taken over from the IUDS and adapted to include the target group of tourists and visitors, respectively to better highlight the areas covered by the SHARE project);
- Proposed activities for the implementation of the local action plan (presented in chronological order in the form of an action plan, with clear deadlines and well defined responsibilities);
- Risk assessment (presented in tabular form, contains the main identified risks, their likelihood of occurrence, the estimated impact on the implementation of the plan, the proposed mitigation measures, the implementation deadline and the responsible persons);
- Monitoring and evaluation of the plan implementation (the proposed monitoring structure and its composition, the monitoring pace, the structure of the monitoring report and of the ex-post evaluation report, output indicators at the level of the objective, including the level of measure, the target for 2023 and the data source);
- Contribution of the actions included in the Local Plan to the achievement of the sustainable development objective (the concrete way in which they help mitigate the effects of climate change, reduce pollution, CO2 emissions etc.);
- Documentation sources for drawing up the plan (already existing planning documents, statistical data provided by different institutions);
- Annex: portfolio of actions (projects) related to the plan, arranged on objectives and measures, correlated with the problems / needs identified in the plan, with a brief description of the intervention, responsible persons and partners, estimated budget, potential sources of financing and the proposed implementation horizon.

The main conclusions that emerged from the process of drafting the 6 Local Action Plans are as follows:

- The proposed actions generally exceed the real financial possibilities of the beneficiaries for the horizon 2023. Therefore, the consultants have proposed, in addition to the actions taken from the IUDS, the Sustainable Urban Mobility Plan (SUMP) or other local strategies, soft actions (administrative capacity building, IT and SMART CITY, civic innovation, tourism promotion, branding etc.) involving smaller budgets;
- As in the case of the objectives, some actions / projects taken from existing strategies have been modified (redefinition of activities, budgets, partners, funding sources, time horizon) to better respond to the areas covered by the SHARE project. Not all the objectives and actions of these documents were taken into the Plan because they did not have a direct impact on the scope of the plan (eg water and wastewater infrastructure);

- There are some similarities (in terms of objectives, measures and actions proposed by consultants) between the local action plans because they have many common problems and needs (eg lack of tourist brand, inefficient tourism promotion, poor penetration of SMART applications CITY, poor involvement of citizens and decision-makers, insufficient support for NGO sector projects, the need to train staff in the administration etc.) and are exposed to similar risks (eg property problems, delays in running European financed programs, bottlenecks in public procurement processes etc.);
- Consultants have proposed similar implementation, monitoring, evaluation mechanisms to ensure consistency between the 6 county plans and to encourage the exchange of experience and good practice between the county-seat municipalities.
- Actions in Local Plans are divided into two distinct categories:
  - **New actions resulting from involvement in the "SHARE" project** - proposed and validated by local stakeholders during the preparation of each Local Action Plan,
  - **"Context" actions** - taken from already existing strategic documents (eg IUDS, SUMP) but relevant to the objectives of the SHARE project. Given that many of them were in the preparation phase (designing, writing applications for funding, evaluation for financing or organizing tenders for execution), innovative methods were identified during the process of drawing up the Local Action Plan used to facilitate and make their implementation efficient (e.g., how to manage, promote, engage new actors etc.). In this context, we considered it appropriate to include these actions in Annex 1.
- All actions included in the Local Plans, regardless of their nature or source of financing, aim both at increasing the quality of life of the residents in the 6 municipalities, as well as improving the experience of the tourists and visitors, the two target groups covered by the Local Action Plans.

## Introduction

The Regional Action Plan for the Promotion and Protection of Cultural Heritage in the North-East Region was developed between June 2017 and June 2018 within the framework of the "SHARE - Sustainable Approach to Cultural Heritage for Urban Areas Requalification in Europe" project financed by the INTERREG EUROPE Program. The SHARE project aims to exchange experience on cultural heritage policies in the urban environment and identify best practices and innovative ways to develop a sustainable and smart approach to heritage management and use. The North East Regional Development Agency (ADR) is a partner in this project, alongside organizations in the UK, Spain, Sweden, Italy, Croatia and Hungary.

Since the beginning of the project, Northeast RDA has considered the distinctive character of NUTS 2 regions in Romania in relation to those of other partners in the project, with their large surface area and population equivalent to those of some Member States such as Croatia, cities

are heterogeneous in size and their administrative model is also a special one (the region is just an associative structure lacking legal personality and its own investment budget, while local authorities - mayoralties and county councils are the one managing the most of the public infrastructure and services at the city level, with exclusive attributions of strategic planning and urban planning at the local level).

In this context, in order to ensure the institutional sustainability of the regional plan and increase the chances of its implementation, the Northeast RDA opted, in agreement with the representatives of the municipalities in the region, to consist of six local action plans, one for each municipality county residence in the region. Each of these plans is to be assumed by the local public authorities, the City Hall and (optionally) the County Council, the organizations which according to the Romanian legislation (Law 215/2001 of the local public administration) are the only ones that have the attributions of elaborating, implementing, monitoring and the evaluation of strategic documents concerning the territorial-administrative units (without, however, excluding the possibility that some of the measures included in these documents may be carried out by other public or private entities, from Government, NGOs or universities).

The role of North-East RDA has been a vital part of the process of drawing up local action plans as it provides an overall regional vision and coherence / integration of local priorities into a supra-local ecosystem. In addition to the organization's extensive strategic planning experience (eg the development of several regional development plans and sectoral strategies such as regional tourism action plans), North-East RDA also has the status of intermediary body for Regional Operational Program, co-financed by the European Regional Development Fund. This is, starting with Romania's accession to the EU. (2007), the main vehicle of public investment in the region, including in the field of built heritage, urban mobility, the regeneration of public spaces in cities etc. Therefore, most of the measures included in the 6 Local Action Plans will be funded under projects evaluated, funded and monitored with the support of North East RDA.

The Northeast RDA also opted for the services of local experts with strategic planning experience, who facilitated the whole process of drawing up the 6 local action plans, which are involved in the collection and processing of data in the territory (e.g. making survey, case studies, benchmarking analysis), moderating Regional Working Group meetings, maintaining contact with local stakeholders, integrating feedback from the peer review process etc.

At the beginning of the elaboration process of the 6 local action plans, several working premises were considered:

- It is essential to have what to promote! The cities in the region are experiencing problems related to the current stage of degradation of the built heritage, for various reasons

(legislative, financial, property etc.). There are, however, good national and European good practices on the implementation of multi-annual programs for heritage preservation and the renovation of buildings in historic centers with remarkable success;

- The experience of many cities in the country and even in the region (eg Botoșani) indicates that investments in heritage buildings, public spaces in historical centers or transport infrastructure are not enough to generate a flow of tourists and visitors to the investment effort. These spaces must be designed to be attractive to visitors and even inhabitants, true "agora," by populating them with different functions of interest to them and events. And from this perspective, there are good practices at national and international level (see Sibiu, Cluj-Napoca);
- The tourist resources of the cities in the region, including heritage assets, are insufficient for them to develop their own sustainable offer for "mass" tourism. At present, they cannot ensure that a visitor is interested in spending more than 1-2 days in a single city in the region (except perhaps Iași), which has a negative impact on the tourism revenues. In this context, it is essential that cities in the region have an integrated offer in terms of attractions to visit, mutual promotion, access to tourist information, transport and other services for visitors etc. This is especially possible in the case of geographically close cities (eg BT-SV, Piatra Neamț-Bacău);
- The international best practices and the Romanian / regional context, where local authorities have insufficient financial and human resources with competences in the field, indicate that the implementation of smart city policies / tools, including in the field of heritage, culture, creative industries, tourism etc. is achieved optimally and sustainably by involving private actors at regional and local level. Thus, small-scale contests can be organized (eg IT applications) for students, NGOs or clusters. These have many advantages over the solutions developed by local authorities with their own resources or outsourced to firms: they support the local civic spirit, provide a higher degree of public awareness among the local public, contribute to the development of local entrepreneurship, are developed by the locals who are emotionally attached to the area and know it better.
- The concept of "smart city" implies, in the first place, an integrated, multi-sectoral approach in which areas of interest for the project (heritage, tourism, culture etc.) cannot be broken by the strategic approaches of the other sectors eg mobility, computerization of local public administration and the development of online public services, the relationship of administration with NGOs and PPPs, internal and external territorial cooperation, entrepreneurship etc.). At present, all six cities have elaborated their integrated urban development strategies according to a common methodology, which is an opportunity to integrate these concepts in the local development vision for the 2023 horizon (covered by them), especially under the coordination of the ADR NE and SSDU within it that supports the implementation of the concept of integrated urban development in all six county-seat municipalities. Moreover, some of the concrete initiatives in this area (eg public spaces, IT solutions implementation, restoration of heritage edifices) can be immediately funded from

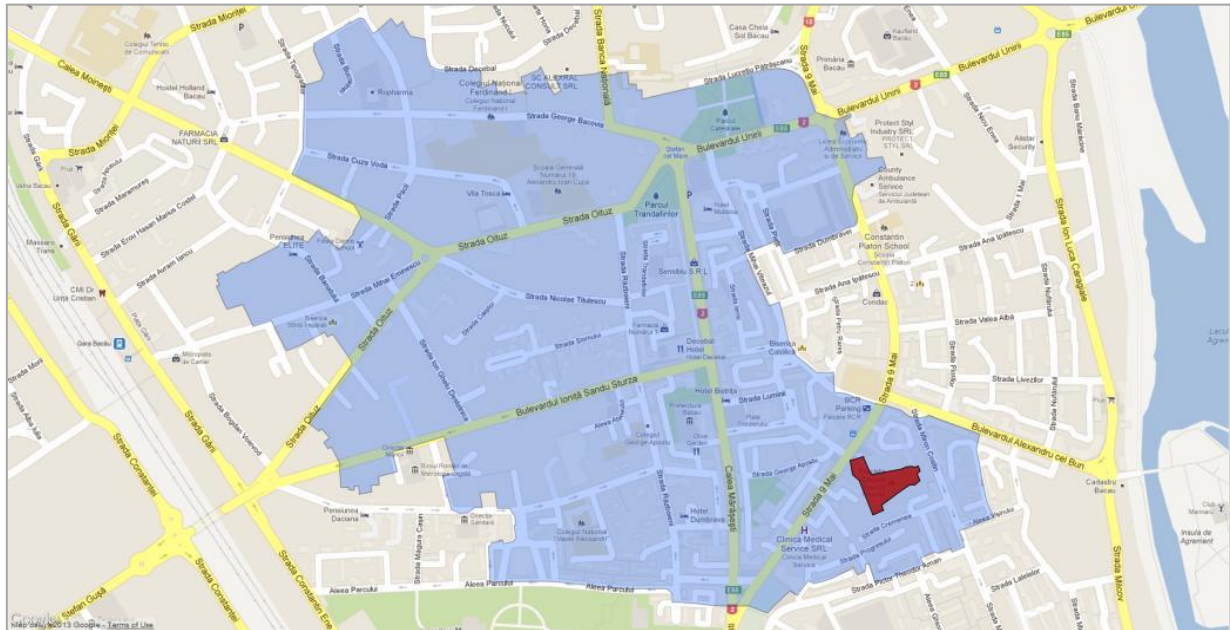
the European funds available for 2014-2020 (2023), especially in line with those already started in the previous programming period.



## Chapter I. Case studies

### Case study no. 1: Municipality of Bacău

#### ▪ Digital map of the selected site



#### ▪ Motivation for selecting the site that will be the subject of the Action Plan

*The site that is the subject of this study has been delineated, along with local actors, from the General Urban Plan in place and overlaps the old commercial and craft core, the current Civic Center, of Bacău. This area is heavily influenced by the brutal interventions of the Communist period when most of the old buildings were demolished under a systematization plan (centralized urban arrangement) to arrange the current civic center. In addition, this selected territory corresponds to the area of protection of historical monuments established by the GUP.*

*Despite these interventions in the 60s and 80s, the area still brings together the most important tourist attractions in the city and over 80% of the heritage buildings, which have not been the subject of systematization measures (centralized urban arrangement) in the communist period. Among them we can mention: Precista Church, Ruins of the Princely Court, Church Ensemble "St. Nicolae", Administrative Palace, Former Town Hall and County Library (today Public Service for Tourist Promotion and Rescue), "George Bacovia" Municipal Theater, General Cantili House (Ropharma headquarters), Ferdinand I National College, George Bacovia Memorial House, Arh. Gh. Sterian House, Dr. Marcovici House (Military Center), Boy's School no. 2 (Al. I. Cuza School), Bacovia Park, Casa Cancicov (PNL headquarters), Dr. Patrascanu House, Florița Kindergarten, Vestali House, Vasile Alecsandri National College, Vasile Alecsandri Memorial House, Museum Complex of Natural Sciences), Athenaeum Palace Hotel (today "Central" Hotel), Post Office etc. Overall, there are over 30 historical monuments, including busts (Vasile Alecsandri, George Bacovia etc.). In addition, this area is also the main attraction for the inhabitants, as it hosts most of the administrative functions (City Hall, County Council, Prefecture etc.), cultural and religious cult (Theater, Philharmonic, House of Culture, churches) (high schools, schools) and commercial, green and pedestrian areas etc.*

*The selected site has been the object of public interventions funded with European funds and the local budget over the past 10 years. Thus, significant amounts have been invested in the rehabilitation of streets, sidewalks, pedestrian zones, green areas, urban furniture, public lighting, thermal insulation of blocks of flats etc. They have*

increased the attractiveness of the area for residents and visitors. The restoration works of the "Victor Anestin" Astronomical Observatory were also started, with European funds.

In spite of these public investments, at the level of the selected site there are still major deficiencies, among which we can mention: the advanced state of degradation of historical monuments, as well as inadequate interventions at their level, especially in the case of private properties (eg the Memorial House "Vasile Alecsandri", "George Bacovia" Municipal Theater, "Athenee Palace" Hotel etc.); lack of signposts, marked trails and information boards for heritage edifices (except Princely and St. Nicholas Cultural Complex, high traffic values in the central area, which generate traffic congestion, air pollution and noise pollution the lack of bicycle paths in the central area, the degradation of spaces around blocks of flats and their occupation by parked vehicles, the lack of a modern tourist information center, the lack of parking space, the reduced number of large cultural events organized in the area, travel guides etc.

## ▪ Strategic development objectives of the currently selected site

The selected site does not have an own strategy, with the exception of the Princely Court Assembly, for which a management plan has recently been developed within the EEA project "SUSTCULT". Its vision is for the ensemble to become the focal point of cultural tourism and community cultural activities, especially through the regeneration of local cultural values. The strategic directions set out in the document for the 2019 horizon are: rediscovering cultural values by the local community; restoration and preservation of cultural heritage; capitalization of heritage edifices to strengthen the area as a tourist and cultural destination; improving tourists and visitor management by increasing tourist access to attractions.

For the rest of the site, development objectives are found in existing local and regional strategic planning documents (IUDS, SUMP and GUP). They propose the following types of interventions:

- Protection and restoration of heritage attractions, with a view to their introduction into the tourist circuit;
- Promoting sustainable mobility, notably by encouraging walking (pedestrian areas, sidewalks), cycling (bicycle tracks) and public transport (tracks, stations, car fleet etc.), but also by fluidizing traffic (street modernization, traffic management, new parking facilities);
- Effective promotion of the tourist attractions in the area;
- Modernization and energy efficiency of the public lighting system;
- Implementation of a video surveillance system for public spaces;
- Modernization of green spaces;
- Thermal insulation of public buildings and blocks of flats;
- Diversification of cultural and events offer, especially for young people;
- Computerization of local administration and implementation of "Smart City" solutions;
- Modernization of the technical and public infrastructure.

## ▪ Changes on the vision and development goals of the selected site that occurred over time

The selected site is a synthesis of the different periods that have succeeded in the history of the city, preserving visible traces from both the medieval and the modern times to the present. Although it has always maintained its position of community-based centrality, it has undergone major changes, especially during the communist era. Thus, in the interwar period it had a predominantly administrative and commercial function, with public buildings (City Hall, Prefecture, Post Office, Theater etc.) as well as numerous small commercial spaces and workshops (usually with ground floor and 1-2 floors) of local merchants and craftsmen, whether Romanians, Jews, Armenians, Hungarians or Germans. These were mainly concentrated along the "Great Lane", the current Marasesti Way, respectively, on the adjacent streets, up to the railway station (to the west), respectively the current Str. 9 May (east), which broadly corresponds to the territory of the site selected for this study.

*This urban fabric remained relatively unchanged until the mid-1960s when, following a systematization plan (centralized urban arrangement) prepared by the Communist authorities, the old center of the city was almost entirely demolished to make room for new, specific buildings of that era. The development was both horizontal and vertical (even blocks of flats with more than 10 floors had been built), and the traditional administrative and commercial function was completed with the residential one, with many blocks that accommodated thousands of families. Among the old buildings, only the representative public buildings, the places of worship and some of the dwellings in the east of the civic center were preserved to the Gara – Train Station area (the current Quarter of March 6), which received various functions.*

*After 1990, with the gradual transition to the market economy, on the background of some permissive urban regulations, the site was the subject of questionable urban interventions, such as improvised commercial spaces on the ground floor of the blocks, the garage batteries behind them, building of constructions of doubtful architectural quality, unauthorized interventions at historic buildings etc. In addition, the process of restitution of the confiscated property from the owners during the communist period has led to an uncertain ownership regime of many buildings, especially of the high architectural value ones, a context in which no one has assumed proper maintenance.*

*The moment after joining the U.E. has meant an increase in the volume of public investment in transport, technical-utility infrastructure, public spaces and green spaces, as well as thermal insulation of housing blocks. These last interventions led to renewing the urban landscape dominated by communist construction with a little valuable architecture. Also, the interest in preserving and capitalizing on the built heritage has considerably increased, starting with the more severe urban regulations in the current GUP, up to the restoration of public buildings.*

## ▪ SWOT analysis of the selected site

### Strengths

- *The "SUSTCULT" EEA project that ended with a management plan for the Princely Court Complex, the most important tourist attraction and heritage site in the city;*
- *Implementation of a ROP 2007-2013 project for tourism promotion of the sites The Princely Court Complex and the Cultural Complex "Sf. Nicholas "(thematic routes, signs and panels, web portal, promotion materials and campaigns, tourism fairs);*
- *Extending and modernizing the capacity of hotel accommodation public catering;*
- *Modernization of pedestrian zones and green areas in the central area;*
- *Implement a public parking management system (SMS payment, Smartphone apps);*
- *Starting the restoration works of the Astronomical Observatory;*
- *Modernization of the main road axes;*
- *Partial modernization of the public lighting system in the central area;*
- *The thermal insulation of some blocks of flats.*

### Weaknesses

- *The heterogeneous architecture of the selected area, the juxtaposition of heritage buildings and buildings of low architectural value from the communist period;*
- *The advanced state of degradation, even pre-collapse of some heritage buildings (eg the Vasile Alecsandri Memorial House, the Municipal Theater etc.) and the harmful interventions of the private owners in some of the historical monuments;*
- *Lack of the signaling and tourist information infrastructure for the heritage edifices that were not covered by the promotion project financed under the ROP 2007-2013;*
- *Insufficient offer of cultural events that make the site attractive, especially for the young audience;*

- *Insufficient quality of interstitial spaces between blocks of flats, often occupied by parked vehicles and temporary constructions;*
- *Wear of the fleet of vehicles and public transport stations;*
- *Lack of bicycle tracks;*
- *The absence of a tourist information and promotion center;*
- *Deterioration of sidewalks and pedestrian areas;*
- *High sound/air pollution generated by intense car traffic.*

### **Opportunities:**

- *The availability of European funds for investment in public transport, especially non-motorized, the rehabilitation and energy efficiency of public and residential buildings, the preservation and capitalization of built heritage, the technical-urban infrastructure etc.;*
- *Contracting EBRD loan for the modernization of the public lighting system;*
- *Obtaining the title of the Romanian Youth Capital (2017-2018), which will increase the city's reputation and attractiveness for residents and visitors;*
- *Further development of the BCM airport and increase of the number of international flights;*
- *Implementation of fast track and rail projects in the region, included in the Romanian Master Plan of Transport.*

### **Threats:**

- *The collapse risk of heritage buildings in case of major seismic events;*
- *Delays in launching European-funded projects for the 2014-2020 programming period;*
- *Accentuated increase in the volume and age of the car fleet, which will lead to traffic congestion, noise and air pollution in the central area;*
- *Delaying projects in the sphere of recreation (eg Recreational Island), which diminishes the tourist attractiveness of the city;*
- *Small state budget allocations for the consolidation of seismic risk buildings and restoring heritage buildings*
- *Regional competition manifested by other urban centers with a more aggressive policy of attracting tourists (eg Iași).*

### **▪ Organizations with attributions in the field of site management, as a tourist destination, as well as sources of financing**

*Bacău City Hall and its subordinate institutions play the leading role in the management of the selected site, its attributions being complex. These include: strategic planning (IUDS, SUMP, SEAP etc.) and urban planning of the area (GUP, ZUPs etc.), including monitoring their implementation, issuing permits, sanctions etc.; administration, modernization, maintenance of the public domain (streets, sidewalks, alleys, pedestrian areas, squares, other green spaces, signaling system etc.); attracting non-reimbursable funds and making investments from own funds at the level of public infrastructure and services; public transport and parking management; development and promotion of tourism; financing of cultural activities (theater, NGOs) etc.*

*The Bacău County Council also plays an important role in the field of heritage and culture. It owns some historical monuments (eg the Astronomical Observatory, the Administrative Palace, The Vivarium etc.) and has the majority of the cultural institutions in the area (museums, philharmonic etc.). It also performs, through the county public service, an important role in promoting tourism of the county and, implicitly, of the municipality.*



*The Bacău County Cultural Directorate plays an important role in the authorization, monitoring and control of intervention works at historical monuments, proposes consolidation / restoration projects through programs financed by the state budget, pursues actions related to the immaterial heritage, et*

*Public and private utilities (water-canal, natural gas, sanitation, telecommunication etc.) play an important role in ensuring the quality of these services through the investments they make in the area. Also, intercommunity water and wastewater associations, respectively sanitation, in which the municipality is involved, play a key role in attracting European funds to improve infrastructure and services.*

*The private and non-governmental sector is relevant from the perspective of property held on heritage buildings (eg the Princely Court Assembly is owned by the Romanian Orthodox Church, as well as most of the housing buildings or company headquarters), as well as involvement in organizing cultural events (eg NGOs receiving non-reimbursable funding from the local budget and the County Council.*

*The volume of public investments made in the selected area is difficult to quantify precisely, given that the interventions were carried out by different actors (public institutions, public and private utilities, private companies owning property in the area etc.). However, it can be estimated that only City Hall investments in the area reach several million euros in the last 10 years, mainly driven to transport infrastructure (streets, sidewalks), public spaces and green spaces.*

## ▪ The tourist traffic in the selected site

*The lack of a tourist information and promotion center to serve tourists and visitors makes difficult to obtain quantitative and qualitative information on the tourist traffic in the area. Therefore, the only viable sources for obtaining this information are the records of the National Institute of Statistics regarding the number of tourists accommodated in the reception units in the city, respectively regarding the number of museum visitors.*

*Thus, the number of tourists registered at the accommodation units in the municipality was 59,800 in 2016, 95% higher than the minimum recorded in 2010. Over 80% of the accommodation places are located in units in the studied area (Hotel "Moldova" "Hotel" Decebal ", Hotel" Bistrita ", " President "Hotel," Elite "Pension", "Tosca Villa, " Old Town "Pension etc.).*

*In terms of the number of visitors at the museums in the city, it was 74,400 in 2016, a maximum level for the past years and about 3 times the values of 2007 or 2010. However, not all museum visitors are tourists, these facilities also attract local people (in the context of events such as "Night of Museums", exhibitions, organized groups for pupils etc.).*

*In this context, we can conclude with a reasonable confidence that there have been about 50,000 unique tourists in the city in 2016, without including daytime visitors or unregistered tourists. This shows a sustained increase over previous years but still below the local potential.*

## ▪ The present development cycle of the selected site in the stakeholders' view

*The present development cycle of the selected site, in the opinion of local stakeholders, is the growth one. The arguments in this regard are related to objective aspects, such as the dynamics of the number of tourists accommodated and visitors to museums (which increased by almost 2 or 3 times in 2010-2016), the positive change of the urban landscape through the works of urban regeneration (eg thermal insulation of blocks, modernization of streets, sidewalks, markets, squares etc.), obtaining the title of Youth Capital during the period 2017-2018, elaborating a management plan for the Princely Court Assembly, implementing some measures for the tourism promotion of some landmarks financed by European funds etc. In addition, the investment projects included in the IUDS and SUMP for the 2020 horizon (2023) will help increase the attractiveness of the area for residents, tourists and visitors.*

## ▪ The promotion of the selected site as a tourist destination

*The activity of tourism promotion and heritage preserving at the selected site has made some remarkable progress in recent years, primarily through the efforts of Bacău City Hall and the Bacău County Council, which have implemented several projects with European funding in this direction. Among them, we can mention the following: "ProBacTur", "SUSTCULT", "St. Nicholas Cultural Complex - Bacău Spiritual Matrix", "Development and consolidation of tourism in Bacău by promoting local opportunities". Within these projects the tourist attractions were mapped, thematic routes were designed, promotional materials were developed and distributed, radio-TV campaigns and conferences were organized, WEB portals for promotion were developed, participations at tourism fairs, means of signaling and information were installed at some objectives (St. Nicholas Cultural Complex, Princely Court Ensemble).*

*However, the promotion efforts undertaken are not sufficient. Thematic routes are not properly marked and promoted, as only a few punctual objectives benefit from information and signage panels, local guides are missing, tourists do not have access to a modern information center, presence at international and national tourism fairs is not constant and related to the European projects mentioned above etc. Consequently, it is necessary to continue and expand the promotion measures already under way in the internal and external market.*

- **Uniqueness of the selected site and differentiation from other areas of the city concerned**

*In a local context, the selected site has a unique character by overlapping the medieval core, then administrative, commercial and craftsmanship of the city, preserving a vivid memory of the different stages of the city's history. In addition, it concentrates almost all historical monuments at the local level and is the preferred area of leisure and socialization for most residents and visitors. The Princely Court Assembly, the central element of this site, can be integrated into a regional and even cross-border route of the medieval courts.*

## Case study no. 2: Municipality of Botoșani

### ▪ Digital map of the selected site



### ▪ Motivation for selecting the site that will be the subject of the Action Plan

*The site (target area of intervention) was selected for objective reasons, namely that it concentrates almost all city heritage buildings, cultural institutions, tourist attractions, as well as public spaces (markets, pedestrian areas and promenade) preferred both by tourists and residents. In addition, this area has attracted most of the city's public investment over the past 10 years, mainly aimed at rehabilitating public buildings and spaces (street and market pavements, artesian fountains, parking, amphitheater, urban furniture etc.). and utility networks. This is one of the 20 historic centers in the country and the only one in the region that is protected by Law no. 5/2000, being an architectural ensemble of national importance.*

*However, among the approximately 60 historical monument buildings in the area, only 18 were rehabilitated with non-repayable funding, the rest being private properties that could not have been repaired so far. Buildings not covered by this project are in a precarious state of preservation (the imminence of collapsing walls, exfoliation of exterior plaster, rainwater infiltration in walls, degradation of roofing and supporting structures of roofs, seismic risk etc.) and the interventions made in time by the owners did not respect the aesthetic and technical norms specific to such monuments. The guarding of some of the rehabilitated buildings, as well as their maintenance, is still poor, especially when most of them are hosting private commercial spaces or even social housing. The business logos of the firms in the area are not unitary and are made of materials that do not fit the whole.*

*On the other hand, the network of medieval underground galleries in the historic center, located even on 3 levels, is not valued and introduced into the tourist circuit, although it could be a wonderful location for organizing different cultural events for visitors and residents or restaurants and medieval pubs.*

*The pedestrianization of the central area, as well as the lack of population attraction vectors (eg buildings of public interest or frequent ample events), paradoxically led to a decrease of the traffic in the area, which affected the activity of economic operators in the area. Therefore, although the infrastructure allows it, the historic center is not*



yet perceived locally as a popular socializing and leisure place, the civic center zone, raised during the communist era, still being more transitory because it brings together several functions of public interest (commercial premises, banking agencies, parks etc.). A barrier to this is also the fact that the civic and historical center are not integrated from the perspective of mobility, being divided by the main road of the city, below which there is no pedestrian passage.

## ▪ Strategic development objectives of the currently selected site

Given that the selected area does not currently have its own management plan or zonal urban plan, its strategic objectives are also found in the 2014-2023 IUDS. It proposes measures for the area concerned to ensure the preservation and protection of material heritage, to support sustainable economic use of tourism resources, to ensure safe and quality public spaces, to diversify cultural supply, to encourage joint and non-motorized transport, to increase mobility and supporting integrated urban planning.

Basically, by the horizon of 2023, potential interventions are targeted for the consolidation of heritage buildings, including those with seismic risk, for the rehabilitation of public spaces (markets, squares etc.), extension of pedestrian areas, bicycles, mitigation of noise pollution, introduction of the underground city tourist circuit, organization of cultural events, improvement of signaling and tourist information at the level of attractions, arranging a pedestrian passage, installation of public functions in rehabilitated buildings, tourism promotion internally and internationally etc. All these proposals are, however, in the project idea phase and require refining, the only mature investments being those aimed at rehabilitating the tramway network, for which there is already technical and economic documentation.

## ▪ Changes on the vision and development goals of the selected site that occurred over time

During communism era, although on a smaller scale than in other cities in the region and country, the historical center was neglected by authorities and even subjected to harmful interventions, most likely in order to wipe out the imprint of the interwar period and the local bourgeoisie. Thus, some houses (especially the Jewish shops) were demolished by the authorities at that time to make room for completely unintegrated housing blocks in the typical tissue of the area. Also, all dwellings have been nationalized and have received various functions (eg social housing), a context in which tenants or users have not maintained them properly.

After 1990, there was a fairly long regulatory process that did not improve the conservation of the area, followed in 1999 by the adoption of the GUP and Law no. 5/2000. They have set up a higher level of protection, although they have not been able to remedy the harmful interventions of the past.

The last two strategic planning documents at the local level approved after EU accession - IUPD 2007-2013 and IUDS 2014-2023 - had a unified vision of the selected site. Both emphasize its development and promotion as an "agora", a role that it played until the communist regime was established, an attractive area for meeting, socializing and spending leisure time with attractive public spaces and promenade. The interventions proposed in the IUDS for the period 2017-2023 are integrated with those already implemented (eg continuing the restoration of heritage buildings, expanding pedestrian zones, promoting the area as a tourist destination, improving the signaling and tourist information infrastructure etc.).



## ▪ SWOT analysis of the selected site

### Strengths

- *The large number of historical monument buildings with a valuable architecture (19 of which are of national interest);*
- *The existence of public spaces (eg 1 Decembrie 1918 Square, Revolution Square) and streets with limited access, pedestrian areas (eg Pedestrian streets Pietonalul Transilvaniei, Banca Pietonalului, Pietonalul Unirii) recently rehabilitated;*
- *Rehabilitation and introduction in the historical circuit with European funds of publicly owned building heritage edifices, a project considered a good practice at national level in the regeneration of historical centers;*
- *Modernization of the public lighting infrastructure in the area;*
- *The existence of a large park, very attractive for citizens and visitors, connected via a pedestrian zone to the Civic Center;*
- *The operation of a national tourist information and promotion center in the central area of the city;*

### Weaknesses

- *The very poor conservation status of the historic monument buildings in private property, as well as public buildings (eg Sofian House or Armenian Complex - Stone Church "St. Mary's");*
- *Continuous degradation and non-integration of the underground city heritage (labyrinths and vaulted cellars from the medieval period) into the tourist circuit;*
- *The still low level of pedestrian traffic in the rehabilitated area of the Historic Center, with negative impact on local traders;*
- *Deficit of parking spaces in the access points to the historical and civic center for residents and visitors;*
- *Fragmentation of the pedestrian traffic between the Civic Center and the Historic Center by arterial roads and the lack of underground pedestrian passages to ensure pedestrian safety*
- *Lack of public interest functions located in the Historic Center to attract citizen flows to the rehabilitated area;*
- *The low interest of private owners in the consolidation, renovation and maintenance of heritage buildings, as well as the lack of a unified approach to company logos*
- *Lack of an updated GUP, as well as a ZUP-P for the Historic Center - that introduces additional measures for the preservation and protection of the built heritage;*
- *The large number of buildings in the central area exposed to seismic risk (17 buildings surveyed and classified as first class risk);*
- *Lack of integrated bicycle tracks in the central area;*
- *Wear of public transport infrastructure and fleet;*
- *The existence of public buildings and blocks of flats built during the communist period which have not been thermally rehabilitated and have degraded facades, adversely affecting the urban landscape in the central area;*
- *Insufficient number of large-scale events organized in the central area to attract a large number of visitors and locals and relaunch commercial activities in this area;*
- *Lack of a dedicated management plan for the Historic Center that clearly regulates the activities in the area;*

- *Poor infrastructure for informing and signaling tourist attractions in the area (eg marked trails, information boards etc.);*
- *Insufficient promotion of the area internally and externally (except for two WEB sites, there are no virtual tours, applications for mobile phones and tablets, attendance at fairs is sporadic etc.).*

### **Opportunities:**

- *The availability of European funds for investment in transport infrastructure (especially public and non-motorized transport), energy efficiency, preservation and introduction of heritage edifices in the tourist circuit etc. (the municipality has an indicative pre-allocation of about 30 million EUR through ROP 2014-2020, PA 4);*
- *Modernization of Salcea-Suceava airport located at a reduced distance from the city and introduction of new external flights, which could facilitate the attraction of new visitors from other countries;*
- *Location of the city on the border with the Republic of Moldova and Ukraine, two important target markets for attracting tourists;*
- *The existence of a tourist cluster at regional level (APT Bucovina);*
- *The increasing interest of foreign tourists for Romania and the region of Moldova, as well as the revitalization of post-crisis domestic tourism;*
- *The increasing access to Internet and the increasing interest of visitors and residents for on-line solutions that create the premises for the implementation of Smart City solutions;*
- *The increasing involvement of civil society and NGOs in promoting the area, preserving heritage, organizing cultural events etc.*
- *Increase of allocations from the state budget for investments in the area, eg. in the cultural and sports infrastructure (PNDL, NCI) and in the preservation and protection of cultural heritage (eg the National Monument Restoration Program).*

### **Threats:**

- *The occurrence of a high-intensity earthquake that significantly affects buildings with high seismic risk in the area of the historic center;*
- *Accentuation of climate change phenomena (periods of heat, storms, hail etc.) that can affect both the buildings in the area, the green spaces, the comfort of the residents, as well as the tourist traffic;*
- *Lack of suitably qualified workforce in the field of accommodation, catering, entertainment, creative industries, trade etc., amid the amplification of the phenomenon of external migration;*
- *Growing and aging of the city's car fleet, leading to the amplification of noise and CO2 emissions in the central area;*
- *Manifestation of political factors that can limit the cross-border transit of tourists from the Republic of Moldova and Ukraine;*
- *Insufficient government support and fiscal policy instability for local entrepreneurs in tourism and related services;*
- *Insufficient promotion of Romania and the region as a tourist destination externally, with negative impact on the tourist traffic in the area.*

## ▪ Organizations with attributions in the field of site management, as a tourist destination, as well as sources of financing

As indicated above, the attributions for the management of the area concerned fall exclusively under the responsibility of the public sector, through the Botoșani City Hall, the Botoșani County Council and the County Directorate for Culture. Thus, the municipality owns / manages a number of 18 monument-historic buildings, as well as public spaces (green spaces, squares, streets, pedestrians etc.) that have been rehabilitated entirely with European funds. It also carried out, within the framework of the same project, the public utilities infrastructure in the area, which is currently managed by various private operators. Other buildings in the area, such as those with a cultural destination (eg "Mihai Eminescu" Theater, being rehabilitated with funds from the state budget) are in the administration of some institutions subordinated to the municipality. The city hall is the one that ensures the implementation of local urban planning regulations on public buildings and public spaces in the area and which ensures the public order in this permit through the Local Police. Last but not least, it deals with tourist information and promotion services, through the National Tourist Information and Promotion Center Botoșani, subordinated to the municipality.

The Botoșani County Council is involved through the buildings owned in the area (eg Casa Ventura, rehabilitated with European funds), but especially through the tourist promotion activities, subsidies granted to NGOs in the cultural field and the activity of the numerous cultural institutions under their subordination, usually located in the selected area (County Museum, County Library, County Center for Preservation and Promotion of Traditional Culture etc.).

The Botoșani County Department of Culture, a territorial representative of the Ministry of Culture, ensures the protection and preservation of the mobile and real estate cultural heritage, mainly through its functions of authorization and control of intervention works, monitoring of the conservation status, proposal of consolidation / restoration through programs financed by the state budget etc.

An important role is played by private owners, either natural or legal. Most buildings in the area, whether patrimonial or not, are privately owned by individuals, businesses or religious cults (eg churches), whose individual decisions on the preservation, protection and maintenance of buildings can be influenced by a relatively limited range of levers at the disposal of the authorities (eg fines, over-charging of abandoned properties, restrictions on the issuance of urban planning certificates and building permits etc.). For this reason, it has not yet been possible to start a large program of renovation of buildings, harmonization of commercial signaling etc.

The NGO sector has a modest local involvement in preserving and capitalizing on heritage, performing cultural or tourist activities. One of the causes is also the modest amounts allocated by the mayoralty and the county council for subsidizing this sector (less than EUR 0.25 million / year, cumulated). However, among the NGOs involved in this field we can mention: "Stefan Luchian" Cultural Foundation, "Hyperion" Cultural Foundation, "Nicolae Iorga" Cultural Society, Union of Fine Artists, Orpheus Cultural Society, National Community Development Foundation, Estuar Foundation etc.

Regarding the annual budget allocated to tourism destination management, it is difficult to estimate the exact amount spent annually by the administration with the investments and public services made / provided only for this area. Thus, only the works for the rehabilitation of 18 public buildings and pedestrian areas in the Historical and Civic Center amounted to 7.6 million Euro, the development of the tourist information and promotion center at 0.15 million Euro, investments in green spaces to about 1.5 million Euro, the rehabilitation and consolidation of the Municipal Theater at almost 4 million Euro etc. These include investments in transport infrastructure (streets, bicycle tracks, parking lots, sidewalks etc.), which, although covering larger areas of the city, included a large part of the studied area (eg National Road, Ion Pillat Street, Cuza Voda Street etc.), as well as the expenditures allocated annually by the municipality for the maintenance of these public spaces, green spaces and buildings, public lighting, sanitation, the functioning of the tourist promotion center etc. It is important to emphasize here that all the aforementioned investments, which have no comparable precedent in the recent history of the city, wouldn't have been possible without the European funds accessed by the municipality, especially from the ROP 2007-2013, taking into account that the financial resources of the municipality are very limited.

## ▪ The tourist traffic at the level of the selected site

Currently, there is no accurate statistical data on the number of tourists or visitors attracted exclusively by the selected site. The Botoșani National Tourist Information and Promotion Center, which has the attributions of the

collection of such data or market studies, has not done so until now, the number of tourists using its services being still quite low. Thus, the Center was visited by 1,776 tourists in 2015, 1,878 in 2016 and 706 in the first 5 months of 2017, the trend being an increasing one. Of the total number of visitors registered at NCTIP in 2016, 94.8% were Romanians and only 5.2% were foreigners (most of them coming from Germany, Moldova, Israel, France and Poland). For comparison, in 2015, 14.2% of the visitors were foreigners, mainly from the Republic of Moldova (30.6%), France (21.8%) and Germany (10.3%). As seasonality, the cold season (January-March) tends to register the least visitors, and the most visitors are registered in spring or autumn, although the data available from the inauguration of the center so far covers a too short interval (2.5 years) to draw such conclusions.

However, given that  $\frac{3}{4}$  of the accommodation places in the municipality are located in the central area (the one selected) and that the average annual number of tourists (accommodated) was about 25,000 in 2007-2015, according to the data provided by the National Institute of Statistics, we can assume that at least 15-20,000 of them have visited, even if this was not their primary purpose, and the city center. The average length of their stay of less than 2 nights / tourist, however, indicates that most tourists are traveling for professional purposes. However, it should not be ignored that some visitors of the central area are not hosted in the city but in other locations in the region (eg Bucovina, Suceava or Iași) or even near the municipality.

In any case, it is realistic to say that the selected area attracts a maximum of 50,000 tourists per year, of which a maximum of 10% are foreigners (according to NIS estimates), a figure that is far below the potential of heritage focus in the studied area and under the performance of other cities in the region (eg Iași, Suceava, Bacău, Piatra Neamț - the last three without a historical center and with a concentration of heritage sites comparable to those of Botoșani) or small-sized resorts in Bucovina (Vatra Dornei, Gura Humorului). The reasons for the low volume of tourist traffic are multiple, only some of which depend on the levers of local actors. Among them, we can mention: the difficult accessibility to the major transport routes (intensely circulated roads and railways, the own airport), the poor development of the local business environment (small number of foreign investors and large entrepreneurial companies - generating business tourism), lack of cultural events and large events (eg festivals, concerts, sports events etc.), the lack of a sufficient and diversified tourist offer to ensure the retention of tourists for several days, the insufficient promotion of the historical and the city center as a tourist destination of national, cross-border and even international importance, the inefficient use of historical relations with the Jewish and Armenian communities in the diaspora, the insufficiently developed cultural infrastructure etc.

## ▪ The present development cycle of the selected site in the stakeholders' view

In the view of local stakeholders, as reflected in the chapter dedicated to the IUDS partner process 2014-2023, the study area (especially the historical center) is at a stage of increasing its attractiveness to residents and visitors as a result of public investment carried out by the municipality. Although the number of tourists remains far below potential, and the old center is still successfully competed by the civic center with regard to the mass of residents attracted daily, amid a better location and accessibility to functions of public interest, the studied area already outlines as a pole of attraction. Thus, the current programming and strategic planning cycle is vital for the continuation of these investments already made, and especially their capitalization for economic purposes (tourism, public catering, commerce) and increasing the quality of life (access to culture, quality spaces for socializing and spending leisure time, supporting civic life etc.).

## ▪ The promotion of the selected site as a tourist destination

The attributions for the promotion of the selected site fall under the responsibility of the Botoșani City Hall, respectively the Botoșani County Council. As for the municipality, the internal structure that has these activities is attributed to the National Tourist Information and Promotion Center Botoșani, set up in 2014, following an investment made with European funds. It operates daily (7 days a week) in a space provided by the municipality in the historical center area and has 5 posts in the organizational chart. The Center provides tourism information, free counseling services and free promotional materials for tourists. It also operates a website dedicated to the tourist promotion of the city, [www.visitBotosani.ro](http://www.visitBotosani.ro), where interested people can access information in Romanian, English, French and German about the tourist attractions, the offer of events and cultural-sporting events, recreation,

accommodation and public catering etc. For the area, the Web site proposes a historical tour that includes the heritage edifices and tourist attractions in this area, including a short description associated with each objective.

In other news, the Botoșani County Council provides a site promotion site on YouTube's website (available on Youtube: <https://www.youtube.com/watch?v=GeNdsjXGOFs>), including from the selected site, as well as a link to a page dedicated to tourism promotion ([www.turismBotoșani.ro](http://www.turismBotoșani.ro)). The latter also includes a map of tourist attractions in the city, over 80% of which are concentrated in the studied area, a virtual tour of the city (based on Google Maps images), but especially a 2h route called "Historic Botoșani" which exclusively includes the site studied: <http://www.turismBotoșani.ro/index.php/harti-si-trasee-turistice/trasee-turistice/item/358-traseu-Botoșaniul-istoric>

The amounts allocated by the City Hall for the promotion component are relatively low and generally comprise the operating budget of the National Tourist Information and Promotion Center (salaries, utilities, promotional materials), mainly due to the limited budget available of the municipality. In order to increase it, it is envisaged the access of non-reimbursable funds, especially from the sphere of cross-border cooperation with the Republic of Moldova for joint actions in the field of capitalization of the tourist resources in the area.

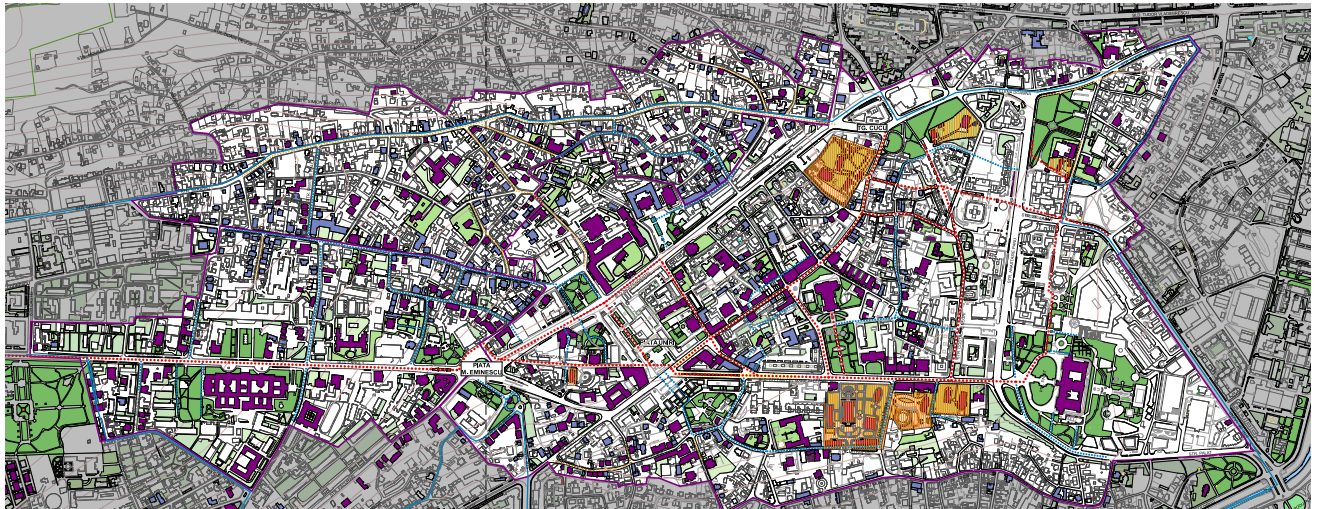
#### ▪ **Uniqueness of the selected site and differentiation from other areas of the city concerned**

The uniqueness of the selected area in the context of Botoșani municipality as a whole is given, first of all, by its urban fabric, by its history, by the large concentration of heritage edifices and functions of public interest, also confirmed by the specific urban regulations of GUP in force. Practically, this area overlaps the urban core of the Botoșani former medieval fair and preserves the vivid memory of the architectural heritage of that period (especially from the 18th and the 19th century), but also of the role played in the history of the community of Jews and Armenians. Also, as the Urban Sustainable Mobility Plan recently confirms, the largest streams of residents and visitors are heading to this area daily in the context of focusing on attractions, whether it be heritage buildings, promenade areas, green spaces, public institutions, shopping facilities, restaurants or different service units. From a purely architectural point of view, the area is easily differentiated from typical communist neighborhoods with collective housing (blocks) such as Spring, Bucovina, Youth Park etc. which surrounds it, generally lacking points of attraction, as well as those of individual houses built in the twentieth century, with a much different architectural value and fabric. In addition, at the level of residents' perception, the central area has a special symbolism, being an element of local pride and a bridge over time.



## Case study no. 3: Municipality of Iași

- **Digital map of the selected site**



- **Motivation for selecting the site that will be the subject of the Action Plan**

The site selected within Iași municipality was delineated in accordance with the provisions of the new General Urban Plan, respectively with the Urban Planning Zonal Protection Plans - the central area elaborated in 2015 for Independence Blvd., Eminescu Square, Vasile Conta, Unirii Square, Str. Anastasie Panu, Str. Golia, Str. Barboi, Str. Zlataust, Str. Elena Doamna, Str. Armenian, Str. Palat, Stefan cel Mare and Sf. Boulevard, Podu Roș, Podu de Piatra, Piața Gării. To this is added the northern area of the city (Copou), where there is a great concentration of monuments, especially along Bd. Carol I, the area between it and Str. Sarariei, along Str. Pacurari, starting from Eminescu Square to the "Petru Poni" School. The site has not only a very strong cultural-tourism function, by its large concentration of historical monuments and spaces of cultural destination but also administrative, commercial, educational, recreational etc., which make it a real magnet for residents, tourists and tourists. visitors.

At the selected site level, there are 38 historical monuments of Class A (of national importance) and 402 of Class B (of local importance), that is about 80% of the total ranked in the city. Of these, only a small part was built before 1800, most of which were churches and boyars' residences, because despite the status of the capital of the country of Moldova, the city's built fund was at that moment of poor quality wood) affected by successive hazards (eg fires, which is why there is a vast network of cellars for shelter in the area). Most of them come from the nineteenth century and from the beginning of the 20th century, when Iași was the capital of the country of Moldavia and was a real magnet for the Romanian elite, especially in the literary field.

Most of them define the silhouette of the central area and customize the city as follows:

- to the west: The Three Hierarchs Church, the Roman Catholic Cathedral, the "St. Gheorghe-Vechi " Church, the Metropolitan Cathedral of Moldavia and Bucovina;
- to the south: the Palace of Culture, the "St. Nicolae-Domnesc "Church," St. Lazar "Church," Barnovschi " Church;
- to the east: "Barboi" Church, "Golia" Church, "Curelari" Church, "Vulpe" Church.

Most historic buildings in the site underwent changes over time and received functions other than those for which they were designed, under the impetus of local policies at different historical moments. Examples of changes in functions are the palaces of "Roșeti-Roznovanu" (City Hall), "Calimachi" (UMF Rectorate) and "Cantacuzino-Pascanu" (Civil Status), "Baș-Sturza" (Poșta), "Bals" Arts), "Notre Dame de Sion" (Philharmonic), House "Gr. Ghica" ("Maternity" Cuza Voda ") etc. Some of these were kept isolated in the urban fabric of the area (especially palaces, boyars' houses, churches - such as today's headquarters of the City Hall, the Civil Service, the Post Office, the Golia, Barnovschi, Barboi churches) while others have been better integrated in it, even in today's street fronts ("Cuza Voda" Maternity, Filarmonics Headquarters, Craftsmen House, "Drossu" House, Prince's Palace "Alexandru Ioan Cuza", Str. Cuza Voda and December 14 etc.).

The state of preservation of these heritage edifices is generally poor, with few benefiting from restoration works, among which we can mention the churches "Three Hierarchs", "St. Gheorghe Vechi", "St. Sava", "Banu", "Golia", Palace of Prince Alexandru Ioan Cuza, "Bals-Sturza" House (Posta), National Theater, Alecu Baș House, Culture Palace, Metropolitan Cathedral, Beldiman House etc. It is worth mentioning that there are groups of buildings and streets with high architectural value, which do not yet have the status of a historical monument and should be classified as such, protected, monitored and rehabilitated. Such objectives exist mainly on Cuza Voda Street, 14 December, Vasile Conta, Sf. Teodor, and, isolated, on Copou Hill. Also, there is a vast network of medieval cellars, partially studied, which are not valued. Some of these buildings are abandoned (eg the "Tineretului" cinema, the houses on Agatha Bârsescu Street), improperly used, altered by unauthorized and inappropriate interventions (improvised extensions, partial demolitions, carpentry change, installation of façade installations etc. - eg on Cuza Voda Str., Stefan cel Mare and Saint Bd.) or naturally degraded. There are even whole streets with monuments and unpolluted urban buildings, which are a source of visual pollution (for example, on Langa Street, Cuza Voda, St. Sava, Agatha Bârsescu Street, Lapusneanu Street). Overall, the interest in the historical, cultural and environmental capitalization of historical areas and complexes has so far declined.

In addition to the monument buildings, there are also inadequate and deserted urban areas (eg between Independence Boulevard and Vasile Conta Str., Lăpușneanu Str., Cuza Voda Str., Târgul Cucului, A. Panu Boulevard, Elena Doamna Street, Mitropoliei Street, St. Lazarus Street, Ghica Vodă Street etc.), unfinished buildings and abandoned building sites (Independence Square, Elena Doamna Street), advertising boards overlapping the image of some heritage buildings (eg on St. Lazar Street), aerial cable networks that parasite public buildings and spaces (Independence Boulevard, Stefan cel Mare Boulevard, St. Palat Street, St. Lazar Street etc.), unspoiled vegetation eg Theater Park).

The area has undergone significant changes, especially during the communist period, when many massive concrete buildings were implanted in the historic area of the city, be it public buildings, hotel and commercial spaces, blocks of flats etc., which thwarted the old center. In many cases (such as Stefan cel Mare și Sfânt, Unirii Square etc.), these new buildings were inserted just next to the old buildings, including the demolition of some monument buildings (eg "Jockey Club" Mihailean Academy, Bacalu's Inn, Hotel "France" etc.), which has divided the urban fabric and the aspect of the area. Most of the new buildings have administrative functions (eg the County Council, the Court), cultural (eg the "Luceafărul" Theater, the House of Culture of the Trade Unions, the Student Culture House, the House of Books), hotel functions („Unirea”, Hotel „Moldova” Hotel), commercial ("Moldova" Commercial Complex, Central Halls), educational (schools, lyceums, faculties etc.), sanitary functions (hospitals, polyclinics). These buildings, despite their often dubious and contrasting architecture with the rest of the old buildings in the area, have added to the attractiveness of the site and have helped to increase the quality of life for the inhabitants.

After 1990, many new buildings were built in the area, especially under the impetus of affirming the private initiative, the most representative being the Palas Complex in the immediate vicinity of the Palace of Culture, a modern and large ensemble (27 ha) shops, offices, restaurants, cafes, cinema, park, hotel etc. and which has become in the last years the main attraction of the city. However, the urban planning deficit, some property issues, owners' financial resources etc., especially since the 1990s, has led to some of the post-December interventions worsening the deficiencies at the site level, whether we are talking about unauthorized interventions at the monument buildings, the abandonment of some of them, numerous improvisations on the public space (kiosks, garages, balconies, shops on the ground floor of blocks etc.), aerial cables that straddled the pillars and facades, new buildings with an architecture or unintegrated form in the rest of the urban landscape etc.

After 2007, with the elaboration of the IDPGP Iași and the success of the local public authorities in attracting non-reimbursable funds, the area was selected by the municipality to be the subject of the majority of public interventions. Thus, urban regeneration works of Lăpușneanu-Unirii Square (modernization of the Unirii Square, pedestrian Lăpușneanu Street, rehabilitation and modernization of underground passages, car parks, green spaces, pavements, urban furniture, public lighting, parking lots etc.), modernization of the east-west transport (Păcurari - Eminescu Square - Independence Boulevard - Elena Doamna Street - Bucșinescu Street, including the arrangement of an underground passage in Eminescu Square, lanes dedicated to public transport and pavement paths, green areas, pluvial sewerage along the entire route, rehabilitation of the tram line on Elena Doamna Street), rehabilitation of 16 streets from the historical center (including sidewalks, bicycle tracks, pluvial sewerage, road markings and signs, rehabilitation of the tram line from the Copou area), respectively 11 streets, 3 car parks and

an access road from the old city, implementation of a traffic management system, rehabilitation of 33 "Mihail Kogălniceanu" School and "Carol I" Primary School - both historical monuments. The Palace of Culture - the symbol of the city, has recently been restored, like the Golia Monastery, the Metropolitan Assembly, the "St. Sava", "Banu" Church, Burchi-Zmeu House (Municipal Museum), and "Kogalniceanu" and "Poni-Cernătescu" Memorial Museum. With funds from the local budget, there were pedestrian works of the Stefan cel Mare and Saint. Bd., Maintenance of green spaces, urban furniture, public lighting, streets, parking etc., but also installation of wifi hotspots.

However, the site continues to face many problems, ranging from the advanced state of degradation of monuments, but also from the facades of communist-built buildings, heavy traffic, and the still low-mobility alternatives to poor signaling and tourist information, the degradation of public and green spaces, the wear of the public transport fleet and system management deficiencies, the small number of cultural events capable of attracting mass tourism, especially among young people etc.

## ▪ Strategic development objectives of the currently selected site

According to the new General Urban Plan, the intervention priorities for the protected built areas are as follows:

- control of authorized bodies on the use of historical monuments;
- prohibiting interventions without authorized projects;
- demolition of parasitic buildings without building authorization;
- drawing up the classification documents for valuable buildings in historical, aesthetic and environmental terms and placing them in the List of Historical Monuments;
- entering into an identification, mapping and protective measures program for assemblies, non-listed buildings;
- initiating urban regeneration programs to revitalize certain areas;
- elimination of visual pollution factors: billboards, parasitic aerial networks, vegetation care;
- tourist capitalization of heritage edifices;
- completion and rehabilitation of the monumental areas in a design subordinated to the stylistic dominance;
- partial pedestrianization of the main streets in the central area, doubled by a Cycling route;
- setting up underground pedestrian parking areas
- the functional capitalization of the area for activities in the spheres of culture and cults, administration, commerce - through reconversions, repairs of buildings, archaeological capitalization;
- Filling out vacant areas with public facilities;
- arranging underpassages, roundabouts, road penetrations etc.

The development objectives of the site are also found in the strategic and territorial planning documents developed at local and metropolitan level (IUDS and SUMP). They propose the following types of interventions:

- restoration and modernization of heritage buildings;
- integration of heritage buildings into the urban circuit;
- ensuring access to cultural events and facilities;
- capitalization and promotion of cultural heritage;
- design and implementation of identity public spaces;
- promotion of business and CDI events;



- *developing partnerships and promoting the local creative environment;*
- *developing infrastructure to support entrepreneurship in IT and creative industries;*
- *promotion of the site as a tourist destination;*
- *establishing a tourist information network;*
- *building of tourist routes and facilities;*
- *optimizing the freight transport system;*
- *extension and reconfiguration of pedestrian zones;*
- *upgrading and expanding the infrastructure for non-motorized trips (Cycling tracks and complementary facilities);*
- *modernizing and expanding the public transport fleet, rolling stock and related equipment;*
- *prioritizing public transport using dedicated lanes;*
- *implementation of public transport stations as intermodal points or nodes;*
- *optimizing the information and tariff system for public transport;*
- *development of the traffic management system;*
- *implementing a parking policy;*
- *implementation of collective parking;*
- *modernizing the public lighting system;*
- *thermal insulation of buildings;*
- *preventing and combating natural hazards;*
- *modernization of the technical and public infrastructure;*
- *improving the quality of environmental factors;*
- *rehabilitation and consolidation of university and pre-university buildings;*
- *international cooperation in the field of culture and heritage;*
- *raising awareness and public participation;*
- *developing and implementing policies and strategies at local level;*
- *intelligent public administration;*
- *ensuring public security;*
- *training of public administration staff;*

▪ **Changes on the vision and development goals of the selected site that occurred over time**

*The selected site overlaps the urban core developed in the 15th century (the area around the Palace of Culture) and until the beginning of the 20th century, when the northern part of the area (the Copou area) developed. Throughout this period, the site played an important administrative role, where the main functions of the site were located (from the Princely Court, during the medieval period, at the City Hall, then at the Prefecture and the County Council, but also commercial, educational and cultural. However, every stage in the history of the city has made its mark on the development of the area under the influence of political, military, economic or social factors.*

*Thus, the medieval period, in which the city played the political, administrative and spiritual capital of the country of Moldova, is characterized by an organic and non-systemic growth, so few of the constructions of that period are preserved, most of them being raised in wood and destroyed by the various fires, or even naturally degraded, until demolition (the case of the Princely Court, now replaced by the Palace of Culture). The only buildings that have resisted since that period are the most solid, such as monasteries, churches and a number of boyars' residences, the latter having different destinations in the meantime (the City Hall in the Roznovanu Palace or the Romanian Literature Museum in Dosoftei House). The network of vestiges at that time, such as the medieval cellars or vestiges around the former Princely Court, is not fully valued, many of them remaining covered and not included in the tourist circuit.*

*In the 19th century and in the first part of the twentieth century, the city strengthens its politico-administrative function (even if it loses the status of capital after the Union of Principalities in 1859), economic and especially cultural, becoming a real magnet for the Romanian intellectuals from that moment. The progress in the field of construction, the territorial expansion of the city and the first concrete systematization (centralized urban arrangement) efforts make the most of the city's historical monuments from that period, especially public buildings and private dwellings, in tune with the architectural styles of that time. The site strengthens its commercial function, an important contribution in this respect being played by the growing Jewish community (the Palace of Culture, the National Theater, various museums, libraries, the Junimea Society etc.), educational (building the first university in Romania in 1860), but also residential, with many of the sumptuous houses of the local bourgeoisie being built. The pace of development of the city and of the selected area is negatively affected by the two world wars that bring about material and life losses, the deportation of the Jews, which accounted for about one third of the interwar population, and the loss of administrative functions to the detriment of Bucharest.*

*With the establishment of the communist regime, especially after 1955, the central area of the city became the subject of a forced urbanization policy, in line with the priorities of the authorities at that time. The adoption of urgent systematization plans (centralized urban arrangement) makes a number of representative buildings demolished in order to extend the transport infrastructure, green spaces, but especially the building of massive concrete constructions with a mediocre architecture and different regimes of height (from 2 to more than 10 floors), generally unmatched into the traditional style of the historical area. The buildings of that period have a predominantly residential function (housing blocks), but also administrative (Prefecture), tourist (Hotels "Unirea" and "Moldova"), commercial ("Moldova", Cultural Houses of Unions and Students, cinemas), educational (university and pre-university), medical etc. These brutal interventions are now visible as a belt around the historical center, especially in the Lăpușneanu - Unirii Square area, Ștefan cel Mare și Sfânt Boulevard, Anastasie Panu, Str. St. Lazar, Bd. Independenței, Str. Costache Negri etc. - either isolated or even integrated into the fronts of older buildings. Also during this period, with the nationalization of properties, many cultural institutions have been moved or established with headquarters in buildings in the historic center where they operate today.*

*The post-communist period marked the manifestation of the private initiative in the area, with new residential buildings, business premises, company headquarters, banks, restaurants etc., often under the conditions of poorly settled urban regulations. The unclear ownership of some buildings, as well as the limited financial resources of the owners, led to their gradual degradation, which was accompanied by numerous unauthorized interventions, improvisations and so on, which have negatively affected the state of conservation of the built heritage and the appearance of the central area. The explosive growth of the car fleet has also imprinted on the area, leading to parking of vehicles on public spaces, traffic congestion, noise, air pollution etc. The decisive moment of this period was the building of the "Palas" Complex, a major private investment, an area of nearly 30 hectares close to the Palace of Culture, with multiple functions (commercial, business, leisure, hotel etc.). It has in the meantime become the main attraction at the level of the area, to the detriment of the traditional commercial area.*

*Also, the post-accession period to the European Union implied a more rigorous strategic and territorial planning of the area, notably in terms of heritage protection, sustainable mobility and the quality of public spaces, as well as significant public investments made with European funds, or from the local and state budget. Thus, most of the streets in the historical nucleus have been upgraded, as well as the tramway infrastructure, exclusive pedestrian areas (eg Ștefan cel Mare and Saint George), bicycle tracks, some public areas have been regenerated (eg Union Square) and important heritage edifices were restored (eg the Palace of Culture, the Golia Monastery or the Metropolitan Assembly).*

## • SWOT analysis of the selected site

### Strengths

- *The concentration and diversity of heritage assets built in the area (monasteries, churches, public buildings, private homes - from medieval and modern times, with different architectural styles);*
- *The location of the symbol of the city - the Palace of Culture, recently restored, as well as other objectives defining the traditional silhouette of the area (Mitropolia, Golia Monastery, "Three Hierarchs");*
- *Rich cultural tradition of the central area, high concentration of cultural attractions (museums, theaters, philharmonic art etc.) hosted by heritage buildings;*
- *The presence of axes with potential for tourism development, on which heritage edifices are concentrated (eg Ștefan cel Mare Boulevard, Cuza Voda Street, Carol I Bd.); Large concentration of public interest functions in the area, making it attractive for residents and visitors (universities, City Hall, Prefecture, County Council, Tribunal, hospitals etc.);*
- *Modernization of some streets, including the tramway network;*
- *The construction of bicycle tracks on certain streets;*
- *The pedestrianization of some arterial roads (Ștefan cel Mare - Lăpușneanu), as well as the urban regeneration of the Unirii Square area;*
- *Underground parking in the central area;*
- *High quality of some residential areas (eg, Copou quarter);*
- *Existence of land availability for densification with mixed functions (residential, services);*
- *The existence of quality green spaces, appreciated by citizens (eg Copou Park);*

### Weaknesses

- *The non-exploitation of the medieval vestiges of the area in archaeological, cultural and tourism purposes (the area of the former Princely Court, the network of medieval cellars);*
- *The pronounced deterioration of the built-up fund, especially the public and private property historical monuments, due to natural and anthropogenic factors (unauthorized interventions, abandonment, inappropriate maintenance etc.);*
- *The small number of large events organized in the area, capable of generating mass tourism, especially among young audiences;*
- *Poor infrastructure for signaling and tourist information (panels, signs, maps etc.);*
- *Low visibility of tourist information centers;*
- *Existence of vacant land, as well as green spaces inadequately arranged;*
- *High traffic in the central area, which generates noise, air pollution, vehicle parking on sidewalks, bicycle tracks, green spaces etc;*
- *Discontinued cycling infrastructure and lack of bicycle storage / rental centers;*
- *The lack of integrated pedestrian paths, linking the main tourist attractions in the area;*
- *The deficiency of parking spaces in the perimeter area of the old city core;*
- *Physical and moral wear and tear of the fleet of public transport vehicles and stations;*

- *The degradation of the façades of communal housing buildings and communist buildings;*
- *Wear of public and architectural lighting system;*
- *Deficiencies in the technical-public infrastructure (dense network of air cables, length of water networks, sewerage, gas, distribution of electric power, thermal, waste collection platforms etc.)*

### **Opportunities:**

- *The availability of European funding for projects in IUDS and SUMP targeting the studied area (built heritage restoration, sustainable urban mobility, regeneration of public spaces, thermal insulation of public and residential buildings, modernization of technical and urban infrastructure etc.);*
- *Current legislation, which allows private owners to financially support the renovation / consolidation of buildings, as well as the overcharging of abandoned or unkempt buildings;*
- *Developing the IT sector and creative industries at the local level, with a positive impact on the tourist movement, as well as the involvement in promoting the area;*
- *High interest of citizens in non-motorized forms of travel;*
- *Increasing private investment in the HORECA sector;*
- *Capitalization of links with the Iași Diaspora (eg through the Jewish community);*
- *The development of the International Airport and the increasing number of external flights.*

### **Threats:**

- *The occurrence of a high magnitude earthquake that would affect some historical buildings;*
- *Delays in financing the projects with a grant to be prepared for the site concerned;*
- *Continuous growth of the car fleet and its age, which will accentuate the mobility issues of the area;*
- *Decrease of the number of students as a result of the demographic decline and the competition of other university centers with negative impact on the area;*
- *Accentuating climate change, affecting tourism and city infrastructure (landslides, temporary floods etc.);*
- *Lack of interest and financial resources of private owners to invest in the consolidation of the owned building.*

### **▪ Organizations with attributions in the field of site management, as a tourist destination, as well as sources of financing**

*The main actor involved in the management of the selected site as a tourist destination is the Iași City Hall Municipality, both through its own operating facility and its subordinate institutions. Its responsibilities in this area include, among others, the development, implementation, monitoring and evaluation of strategic planning documents (IUDS, SUMP, other sectoral strategies) and urban planning regulations (GUP, ZUP, PUD) verification of discipline in construction and street display etc.; administration, systematization (centralized urban arrangement), modernization, maintenance of the public domain (streets, sidewalks, alleys, pedestrian areas, squares, other green spaces, traffic lights, signage, buildings owned etc.); attracting non-reimbursable funds and making investments from own funds at the level of public infrastructure and services; public transport management, through PUBLIC TRANSPORT COMPANY Iași S.A., authorization and monitoring of taxi services and administration of public and residences; development, information and tourism promotion (including through the Tourist Information Center);*

organizing events and cultural actions (including through subordinate cultural institutions); financing NGO activities in the cultural and youth field; authorization and control of commercial activities; prevention and management of emergency situations; management of the public lighting system; video surveillance of public spaces; ensuring public order and tranquility, regular traffic on public roads, compliance with local regulations through the Local Police; monitoring the provision of public utility services etc.

An important role in the management of the area is played by the Iași County Council, first of all through the numerous cultural institutions under its subordination, through the buildings owned or managed (many of them with monument-historical status), by financing of NGO's involved in the cultural domain, through the administration of the International Airport by an autonomous directorate under its subordination, through the actions of tourism promotion etc.

The Ministry of Culture is a third important public actor in the management of the site as a tourist destination, through the activity of the County Cultural Directorate of Iași, which plays an important role in the authorization, monitoring and control of intervention works at historical monuments, the proposal of consolidation / programs financed by the state budget, pursuit of actions related to the immaterial heritage etc. It also manages the Palace of Culture - the edifice-symbol of the city, as well as many museums in the area.

Religious cults, as well as universities, research institutes, private individuals and legal entities, own most of the buildings in the selected area, playing a key role in preserving and restoring of the heritage, enriching the cultural and tourist offer of the city, providing various services, public catering, trade etc.) for residents, tourists and visitors etc.

Public and private utilities operators (water-canal, natural gas, sanitation, district heating, telecommunications etc.) own the networks in the area, the investments made by them being essential for increasing their attractiveness, context in which it has to be mentioned also the vital role of inter-community development associations in the field of water-waste water and sanitation, vectors for attracting grants for such interventions.

The NGO sector and civil society also play an important role in organizing cultural events for young people (including co-financed by local authorities), promoting public interest, raising awareness and involving the public in decision-making and so on

The volume of public investments made in the area is difficult to estimate accurately, given that the interventions were not strictly limited to the delimited area. However, almost 50 million Euros were invested only in the transport infrastructure in the area (modernization of streets, tramlines, sidewalks, bicycle paths, passages), respectively in the regeneration of the Unirii-Lăpușneanu Square, adding about 8 million in projects for the restoration of monuments owned by the municipality. In addition, the Ministry of Culture has invested over 26 million Euros for the restoration of the Palace of Culture, and the institutions of worship about 20 million Euros for the restoration of some churches. In addition to this, investments by private entrepreneurs (eg only "Palas" Complex costed about EUR 265 million), public intercommunity associations in the domain of drinking water, sanitation, integrated waste management etc.

## ▪ Tourist traffic at the level of the selected site

At the level of 2015, the services of the Tourist Information Center Iași, subordinated to the municipality, benefited 3,432 tourists, of whom 1,177 were foreigners and 2,255 Romanians. However, the addressability of the center is still quite low, in which this number reflects only a very small part of the visitors who visited the selected site.

The number of visitors to the museums in the area in the year 2016 was over 521,000, almost double the period 2009-2014, but there were also works to rehabilitate museums (eg the Palace of Culture), which affected tourist traffic. However, this level is 4% lower than the maximum, registered in 2007 (544,000 visitors). Nor do these figures reflect the city's tourist traffic, taking into account that they include also the visitors that are also residents of the city, especially at events such as Nigh of the Museums, openings, exhibitions, book launches etc.

The data provided by the National Institute of Statistics on tourist traffic are available only at the municipality level and not in the individual accommodation unit, in order to determine exactly how many tourists have stayed in the studied area. These figures indicate for the year 2016 a total of about 274,000 accommodated tourists, of which 17% are foreigners with an average stay of about 1.8 days below the regional and national average. However, this data confirms an increase in the number of tourists accommodated in the city by over 89% compared to 2007, as well as a continuously increasing trend after 2013. In the context of the fact that most of the large hotels in the city are located in the studied area ("Unirea" Hotel, Grand Hotel "Traian", "Ramada", "Moldova" Hotel, "Hampton by Hilton", "International", "Eden" etc.), we can estimate that most tourists, also visited the selected site.



*In this context, the number of tourists and visitors in the area can be estimated between 250,000 and 350,000 for the year 2016, almost double compared to 2007, but with a predominance of business tourism (including scientific tourism) or weekend tourism, given the reduced duration of the stay.*

## ▪ The present development cycle of the selected site in the stakeholders' view

*In the view of local stakeholders, the selected site is at a stage of growth as a tourist destination, but also as attractiveness for the inhabitants. Public and private investment in the last 10 years has been a major contribution to this, from the modernization of the transport infrastructure to the restoration of some monuments (especially the Palace of Culture, some of the places of worship, the regeneration of public spaces, including the pedestrianization (including the attraction of a large number of foreign students), the development of the high value-added services sector (especially IT, outsourcing) and, not least, the completion of the "Palas" Complex, a major pole of attraction for residents, visitors and investors, who occupied the generous offices in the area. This perception is also confirmed by all indicators regarding the tourist traffic and the number of visitors at museums in the city.*

*The investments of the tens of millions of euros projected for the next 10 years by the IUDS, the SUMP and the new GUP at the selected site level, especially at the level of historical heritage, built-up area, public spaces, sustainable mobility, infrastructure and cultural supply, the attraction of private investment and the development of entrepreneurship, tourism promotion etc. indicates favorable prospects for continued attractiveness of the area for all audiences (residents, visitors and tourists, investors).*

## ▪ The promotion of the selected site as a tourist destination

*The main actors involved in promoting the selected area as a tourist destination are the local public authorities (the City Hall and the Iași County Council, through the Tourist Information Center, respectively its own operating facility, the subordinated institutions such as museums, the International Airport), the central ones chosen by the Ministry of Culture, through the Palace of Culture and its subordinated museums), universities (especially "Alexandru Ioan Cuza" University, mainly through the Faculty of Geography and Geology, but also through its own museum) and the NGO sector (eg of Tourism Information Center Association Iași, "Atelier SPRE" Association Iași). These actors have made significant efforts in recent years for tourism information and promotion, from the financing of two information centers that operate at the site level (Unirii Square and Golia Monastery) and which provide assistance and promotional materials to the visitors, presence at tourism fairs, free guided tours (eg Iași Free City Tour), successful implementation of the INTERFACE-IS project (in which several thematic products and thematic tours of the city were designed, also promoted in the virtual environment), the initiation of demarches for setting up a tourist cluster and the elaboration of a local tourism strategy, involving the local university environment, the introduction of a special tourist promotion fee by the municipality etc.*

*The online promotion of the tourist attractions in the area is mainly done through the Web sites managed by the City Hall, through the Tourist Information Center (<http://turism-iasi.ro>), by the Association of Tourist Information Center Iași (<http://new.iasi-info.ro>) and "Alexandru Ioan Cuza" University (<http://iasi.travel> - portal of exceptional quality, recently realized within the project "INTERFACE-IS"), as well as through the pages (<http://www.primaria-iasi.ro>), the County Council (<http://www.icc.ro>), the cultural institutions (<http://palatulculturii.ro>), the County Direction for Culture (<http://www.monumenteiasi.ro>), some accommodation units and local tourism agencies etc.*

*Notwithstanding these commendable steps, the tourist promotion activity of the area is still deficient in relation to its particular potential, in a national and even European context. These weak points include, for example, the lack of a consolidated tourism brand and a tourism strategy to support it; poor visibility of tourist information centers; poor infrastructure for informing and signaling the main attractions in the area; lack of marked cycling and pedestrian trails linking the main attractions; the still modest presence of the tourist offer of the area in the online environment; Excessive orientation of promotional actions on ecclesiastical tourism; poor supply of cultural events that will generate mass tourism, especially among young people; insufficient development of associative structures (networks, clusters) with the role of tourism promotion etc.*

- **Uniqueness of the selected site and differentiation from other areas of the city concerned**

*The selected site has a unique character at the level of the city and even of the Moldavian region by the very large concentration of historical monuments (more than 400), coming from both medieval and modern times, with different functions (from places of worship, to public edifices, housing buildings, public monuments etc.), with different architectural styles that are attractive for tourists. Also, the silhouette of the area is unique Romanian, given by a suite of high-rise buildings with an identity role (Palace of Culture, Metropolitan Church, Three Hierarchs Church, Golia Monastery etc.). This architecture reflects not only the role of the political, administrative and spiritual center the city has played for a long time but also its extraordinary ethnic and religious diversity. Last but not least, the area, through the multitude of its cultural institutions, is a living proof of the cultural and intellectual effervescence of the city, from the nineteenth century to the present, a period when many Romanians perceived it as the country's capital of culture, besides the fact that for three centuries it was the capital of the Land of Moldova and even of the United Principalities (between 1916-1918). In other news, the "Palas" Complex is the largest urban regeneration project recently built in Romania, occupying an area of about 27 hectares, in the immediate vicinity of the Palace of Culture - the symbol of the city, separated from the complex by a beautiful park.*

#### Case study no. 4: Municipality of Piatra-Neamt

- **Digital map of the selected site**





## • Motivation for selecting the site that will be the subject of the Action Plan

The site (target area of intervention) was selected, together with local stakeholders, on the basis of the urban planning and strategic planning documents already elaborated at the municipality level (General Urban Plan, Zonal Urban Plan for the "Princely Court" Urbanistic Zonal Plan "Piatra Neamț Tourist Resort", with all the related studies - the general and situation plan for the heritage assets, the audit of the city as a tourist destination elaborated by Kohl & Partner).

Thus, the selected site comprises the protection area of about 43 heritage edifices, out of a total of 61 identified by the above-mentioned urban planning documentation at a local level. The rest of the protected objectives were not included in the intervention area because they are dispersed on the administrative territory of the municipality, relatively isolated from the area with a large concentration of monuments, which doesn't allow the elaboration of a territorial integrated approach (eg Bâta Doamnei, Troian, "Buna Vestire", Wooden church "Dormition of the Virgin Mary", Wooden church "Changing to the face", Poiana Ciresului, Pietricica, Dărmănești, Ciritei, Văleni). These punctual attractions can, however, make the objective of local action plans developed by the municipality and other local stakeholders, based on good practice in the SHARE project.

Returning to the target site, it overlaps, in general, with the old core of the city under Mount Cozla, extending south to the railroad, where the density of heritage objects is much lower, the latter area being the subject of more brutal interventions in the communist period, as well as the eastern side of the perimeter. This site has developed around the most important local heritage building, namely the Princely Court. Within this perimeter, located in the central part of the city, there are buildings and historical monuments that have been built since the 19th century (museums, churches, schools, public institutions etc.) which shelter diverse functions of public interest or private ones and which have a symbolic value for the inhabitants and visitors (eg the Church of St. John ", The Tower of Ștefan cel Mare, the Museum of History, the Museum of Art, the Ethnographic Museum, the Synagogue, the Youth Theater, the Petru Rareș College, the City Hall, the Army House etc.). According to the ZUP, this area was the object of some interventions that have not been in line with the area's architecture, from the construction of the administrative headquarters (Prefecture and the County Council), a hotel, a universal shop and several tower blocks in the immediate vicinity of vestiges (Ștefan cel Mare Square, Petru Rares Street, Mihai Eminescu Blvd.) - during the communist period, to the insertion of new constructions with a contrasting architecture or the extension and refurbishment of some old buildings, without respecting the original finishes, especially in the 90's.

The site includes, besides the Princely Court, delimited by the ZUP-CP in 2008, several buildings on Alexandru cel Bun Street (Art High School, Calistrat Hogaș High School, Central Post Office, Ivascu Wood House etc.) and Ștefan cel Mare (Lalu House, "Albu" House, Elena Cuza House, "Eliza" Villa, Forestry Technical College etc.), two of the main arterial roads in the historical area of the city, with many buildings with a special architectural value, built especially in the 19th and 20th centuries, as well as a series of punctual objectives located south of the central core, such as the Museum of History and Archeology, including the Statue of Mihail Kogalniceanu, the Paharnicul House, the Calistrat Memorial Museum Hogaș, Circle of Housewives, Train Station and CFR Draw, Horticultural House, Corbu House, Tribunal. The majority of these attractions are today surrounded by buildings with an architecture incompatible with that of the period in which they were built, especially construction built during the communist period, much of the old center of the city being redesigned and rearranged since the 60s of the last century.

The selected site has already been the subject of most of the public investments made by the municipality during the 2007-2013 programming period. Thus, with ROP funding, a road passage and underground parking were built on Ștefan cel Mare Street to ensure better continuity of the protected area previously fragmented by road traffic; In addition, the heritage edifices of the Princely Court (eg Ethnography Museum, Art Museum, Youth Theater, Belfry Tower, Bumblebee Ruins and related Museum) have been restored and used, including urban planning (pavements, green spaces, public and architectural lighting, urban furniture, marking of tourist routes); the construction of the Cujești Stream, the construction of a bridge and a parking area at the intersection of Ștefan cel Mare Square with Orhei and Dacia Boulevard, the fluidization of the traffic in the central area, the modernization of intersections and pedestrian crossings, the restoration of the Train station building etc.

Except for the Princely Court area, heritage sites at the site level are generally in a mediocre or even precarious state of preservation. Among the public buildings in this situation we can mention the Museum of History and Archeology or the Memorial Museum "Calistrat Hogaș", for which the County Council, their owner, has already submitted requests for rehabilitation funds of about 5 million euros from the ROP 2014- 2020, as well as the Synagogue. In private, residential, commercial or service buildings, they generally have a mediocre quality of conserving the original architecture, many improvisations and unsightly annexes are juxtaposed with buildings with heterogeneous styles and regimes, often have deteriorated finishes, sightseeing technical-community routes etc. Public spaces, recreation, leisure, cultural tourism etc. and the green ones are generally insufficient, unsatisfactorily equipped and unevenly distributed in the territory, the technical-municipal networks are, in some cases, worn out



and under-dimensioned, and the parking spaces are few, in relation to the volume of traffic that generates noise pollution of the air. Some of the cultural units, especially the museums, do not have modern facilities and equipment for the protection and presentation of the mobile heritage, and the tourist routes do not include all the objectives and are not properly marked and signaled, the architectural lighting of buildings with high architectural value is missing in many cases etc.

## ▪ Strategic development objectives of the currently selected site

Given that the selected area does not currently have an own management plan and the ZUP developed in 2008 only covers part of the studied territory (the Princely Court), its strategic objectives are also found in the 2014-2020 IUDS.

This strategy proposes measures for the concerned area in domains such as:

- a) preservation and enhancement of cultural, immobile and mobile heritage: the restoration of heritage buildings; the purchase and rehabilitation of heritage buildings or with high architectural value;
- b) development of tourism, cultural and leisure infrastructure, promotion of the city as a tourist destination: the promotion and marketing of the city; organizing new cultural, sporting events and developing existing ones; designing and promoting integrated tourism packages; developing cycling routes; design and installation of signs and information panels, observation points; arranging of promenade areas; developing the hippie base; setting up an adventure park; completion of the beginner's ski slope ; setting up of new parkings for coaches; consolidation of the plateau of existing tourist areas, including access roads and extension of the infrastructure; setting up spaces with a cultural and recreational role; editing an annual calendar of cultural events; inventorying and including in the tourist circuit the craftsmen in the area; the implementation of an ornamental lighting system for heritage buildings; rehabilitation and reopening of cinema halls;
- c) ensuring public spaces of high quality: installing new video surveillance cameras for public spaces; setting up new fountains;
- d) strengthening administrative capacity and partnership with citizens and the business environment: creating a forum for dialogue between the private and public administrations; developing, updating and implementing of the GUP and ZUPs; setting up a department dedicated to tourism within the City Hall and training the personnel in the field; completing the digital cadaster and developing an integrated information system for the relationship with citizens and the business environment;
- e) environmental protection, risk prevention and sustainable development: expanding the selective collection system for waste; regulating watercourses to prevent floods; reduction of noise pollution; creating new green spaces for recreation; modernizing and expanding the public lighting system; thermal insulation of public buildings and blocks of flats; expanding and upgrading storm sewers
- f) promoting sustainable mobility: modernizing and improving energy efficiency of public transport; modernization of public transport stations; construction of new car parks; arranging bicycle tracks; rehabilitation and modernization of streets and sidewalks; the extension of pedestrian zones.

Obviously, not all of the above-mentioned measures will be implemented by the municipality or other local entities in the current programming period, and it is necessary to prioritize them in accordance with the human, financial, technological, logistical and informational resources available to the authorities and other relevant actors at the local level.

## ▪ Changes on the vision and development goals of the selected site that occurred over time

The site in question is a living proof of succession of different historical cycles, implicitly of developmental visions specific to each of them. Thus, including at the level of the Princely Court, many medieval buildings were demolished to make room for new buildings in the nineteenth or even twentieth century. During the communist era, after a large systematization plan (centralized urban arrangement), much of the city's interwar hearth was destroyed, replaced by collections of collective housing and constructions of public interest, in the architecture specific to that period. These interventions were, in fact, the most brutal, by completely inappropriate juxtaposition of styles, silhouettes and building materials (eg Ceahlăul Hotel in the immediate vicinity of the Princely Court, which eclipses the monuments in the area). The period after 1990 also led to a deficiency in urban planning regulation, which led to the appearance in the present protected area of private buildings with a dubious quality architecture, totally

*inappropriate with that of existing objectives, as well as with unprofessional interventions in some heritage buildings that have lost their original appearance.*

*However, the post-accession period has brought much improved policy coherence to the area concerned. Both IUPD 2007-2013 and IUDS 2014-2020 were developed taking into account the urbanistic guidelines of the GUP and ZUP-CP for the Princely Court, both focusing on improving the quality of residents' lives and attractiveness of the area for residents and visitors, reconfiguration of public spaces, preservation of cultural heritage, encouragement of sustainable mobility, environmental protection etc.*

## ▪ SWOT analysis of the selected site

### Strengths

- *Protecting, restoring and capitalizing, with European funds, of the heritage edifices and the adjacent public spaces within the perimeter of the Princely Court and the Train Station building;*
- *The large number of historical monuments and buildings of high architectural value in the central area of the city;*
- *The functioning of a National Tourist Information and Promotion Center in the central area of the municipality;*
- *Upgrading the GUP and developing a ZUP-CP for the County Court, which establishes additional measures for the protection of historical monuments;*
- *Implementing measures to improve mobility in the central area (passage and underground parking, street modernization);*
- *Investments in the tourist infrastructure made by the municipality (eg telegondola / cable car), which also include the tourist attractions of the studied area;*
- *Existence of several WEB sites to promote tourist attractions in the area, including thematic routes.*

### Weaknesses

- *Insufficient protection and the advanced state of degradation of historic monument buildings, both public and private;*
- *Deficient tourist signaling infrastructure for the tourist attractions of the studied area (information panels, signs, markers etc.);*
- *Insufficiency and degradation of public spaces, green areas, pedestrian areas, recreation, promenade, socialization;*
- *Relatively small number of large-scale cultural events, which can highlight the city's heritage and attract many tourists and visitors;*
- *Lack of large spaces suitable for organizing large cultural events;*
- *Deficient provision of museums with modern protection and exhibiting systems;*
- *The advanced state of degradation of currently under-exploited cinemas;*
- *Lack of a specialized department at the level of the Town Hall to handle the tourist and cultural sector;*
- *Air and noise pollution caused by high traffic;*
- *Lack of a modern and efficient architectural lighting system for most of the heritage edifices;*
- *Poor infrastructure for cycling;*

- *Low number of parking places for tourist coaches;*
- *Worn-out infrastructure for water and wastewater, including storm sewers;*
- *Existence of public places with high risk of crime, lacking video surveillance systems;*
- *The degradation of facades of blocks and public buildings built during the communist period;*
- *Insufficient capitalization of the intangible heritage in the area (traditions, crafts);*
- *Wear of public transport infrastructure and fleet.*

### **Opportunities:**

- *European funds, especially available through the 2014-2020 ROP, for restoring and capitalization on heritage assets, reconversion of abandoned or degraded land, urban mobility, increasing energy efficiency etc.;*
- *Attracting private investments for the development of tourism and leisure infrastructure;*
- *Capitalization of the immaterial heritage in the municipality (for example, traditional crafts);*
- *Inclusion of the city in a regional tourist route of the princely courts, respectively of the ecumenical tourism;*
- *Re-launching technical and vocational education to ensure the need for locally qualified workforce in areas such as HORECA;*
- *Implementation of the fast infrastructure projects of the General Transport Master Plan of Romania, which will increase the connectivity of the city to the major transport corridors in Europe;*
- *Stimulating local entrepreneurship, including those who have worked or are still working abroad;*

### **Threats:**

- *Lack of involvement from the private and non-governmental sector in the development of the city as a tourist destination;*
- *The competition manifested by other tourist destinations in the country and abroad;*
- *Manifestation of natural hazards and accentuation of climate change phenomenon at local level;*
- *The low absorption rate of European funds available during the 2014-2020 programming period;*
- *Establishing a new global economic crisis with a negative impact on the economy and tourism at the local level;*

### **▪ Organizations with attributions in the field of site management, as a tourist destination, as well as sources of financing**

*The main attributions regarding the management of the selected area as a tourist destination are the Piatra Neamț City Hall and the Neamț County Council. Thus, the municipality owns or administers many of the heritage, public spaces, transport infrastructure (including the telegondola), recreational, technical-urban infrastructure. In addition, it manages the National Tourist Information and Promotion Center, as well as two WEB sites for tourist promotion of the city, plus the WEB site of the institution, which also includes information of interest to tourists. The City Hall of Piatra Neamț was also the main actor in attracting non-reimbursable funds for the regeneration of the old town center (Princely Court) and the tourist and leisure infrastructure (eg telegondola, ski slope, chairlift etc.). In addition, it dealt with the elaboration and implementation of urbanistic regulations on the protection of historical monuments through the GUP and ZUP-CP, respectively ensuring public order and safety throughout the area, Local Police, existing video surveillance system etc.*

Neamț County Council is an important actor in the field of cultural infrastructure, the "Youth" Theater, the County Library, the Center for Culture and Arts "Carmen Saeculare" and most of the museums being in its subordination, some of these institutions functioning in historic monument buildings which have already been submitted for grant applications in restoration review. Also under the jurisdiction of the County Council is the public transport operator, as well as a Tourism Service, which manages several thematic tourism promotion sites.

The Neamț County Department of Culture, a territorial representative of the ministry, ensures the protection and preservation of the mobile and real estate cultural heritage, especially through its functions of authorization and control of intervention works, monitoring of the conservation status, proposal of consolidation / restoration through programs financed by the state budget etc.

Private owners also play an important role in the management of the area, and they own a large part of the heritage buildings. Even though the municipality has breaches to influence the way in which it preserves and uses its premises, through town planning regulations, the value of local taxes, the activity of Local Police etc., their individual decisions are reflected in the attractiveness of the area as a whole (eg quality facades). In addition, the development of the area as a tourist destination depends on the involvement of the private sector, especially in terms of accommodation, catering, entertainment etc.

The Piatra Neamț City Hall, as well as the Neamț County Council, annually allocates non-reimbursable grants from its own budgets for non-profit activities from the cultural, social, civic, environmental, youth and sporting spheres. These amounts are cumulative at about 0.6 million Euros / year (2017). However, the involvement of the NGO sector in these areas remains relatively modest compared to other cities in the country (eg Sibiu, Cluj-Napoca, Timisoara - where the associations are the main vector of cultural life). Among the NGOs that carry out cultural activities at the local level, we can mention: "Petrodava" Local Initiative Foundation, the Association of the European Creative Resources Center, "Eco-tourism Club" Dr. Iacomi "Association," AlfaOmega Art "Association," Neokoolt "Association," Veronica Filip "Association etc.

As regards the amounts invested by the local authorities in the selected site, it is difficult to determine the exact amount of them, because some public investment projects have exceeded its administrative limit. However, the intervention area of IUPD 2007-2013, which was the basis for the realization of investments of about 20 million Euros, overlaps, in general, with the selected area, the most important investments being located within the perimeter of the Princely Court. Also investments in the tourist infrastructure (ski slope, chair lift, telegondola) were also concentrated in the central area (exceeding 10 million Euro), as well as the Train Station building rehabilitation project worth about 5 million Euros. These were added to the investments of the County Council (culture, public transport etc.) and public utilities ADIs (water, sanitation). Therefore, we can estimate that at least 50 million Euro have been invested from public funds in the last 10 years in the infrastructure in the selected area, without taking into account private investments.

## ▪ Tourist traffic at the level of the selected site

The statistical data of the National Center for Tourist Information and Promotion Piatra Neamț for the year 2016 (February-December period) indicate a total of 4,271 tourists who used the services of the unit, out of which 1,776 Romanians and 2,495 foreigners. Most of them were recorded during the summer (June-August), and the least in the cold season (November-April). However, only a small part of the tourists who visited the area also turned to the services of this center, and among those who called, not all of them wanted to sign the register book provided by the employees. In other news, the number of visitors to the museums in the area was over 68,800 in 2015, up from the average of 2011-2015, but it is hard to estimate how many of them are tourists and how many locals.

The data provided by the National Institute of Statistics indicates for the year 2016 a number of 57,500 tourists accommodated in the city, plus another 35,000 people in the peri-urban area (15-20 km from the city). As the most important accommodation units in the city are located in the studied area, we can estimate that at least 75% of these tourists (even if they spent only one night in the city, being in transit or for business) crossed the site.

In this context, we can estimate with a reasonable margin that the studied area attracts a maximum of 50,000 tourists annually, to which some tens of thousands of visitors could be added. The average length of their stay is about 1.5 nights / tourist, indicating a prevalence of transit and business tourism. In this context, the occupancy rate index does not exceed 30%. These indicators place the city on top of the first 5 destinations in the Moldavia region, but after more attractive locations such as Gura Humorului, a resort town with less than 15,000 inhabitants.

## ▪ The present development cycle of the selected site in the stakeholders' view

The site selected is, in the opinion of local stakeholders, in the growth phase, both as a tourist destination and as an attractive place for residents. Public investments made over the last 10 years have moved the city's weight center around the Princely Court, re-established a community space symbol, a gathering area, socializing and spending leisure time for the people and the main tourist attraction for visitors. Here are concentrated outdoor events, museums, cultural spaces (eg theater), public functions of general interest (City Hall, County Council, Prefecture), accommodation, restaurants etc. The dynamics of the number of visitors to museums and accommodated tourists has been positive in recent years, with the latter rising by over 90% after 2011, indicating an increase in the local tourist market.

## ▪ The promotion of the selected site as a tourist destination

The activity of tourist promotion at local level has seen a significant improvement in recent years as a result of the efforts of the local administration - the City Hall and the County Council. The presence of the city and the selected area in the virtual environment is satisfactory, both in terms of accessibility, availability of information in international languages, quantity, quality and diversity of information (history, objectives and attractions, thematic routes, accommodation offer, public catering and leisure, photo and video galleries etc.). The sites that promote the site as a tourist destination (in the broader city and county) are: - <http://cniptpiatraneamt.ro>, <http://www.viziteazapiatraneamt.ro>, <http://www.viziteazaneamt.ro>, <http://www.colectiimuzeale.ro>, <http://www.artapopularaneamt.ro>, <http://www.turismecumenicneamt.ro>. Also, the establishment of the National Tourist Information and Promotion Center was an important step towards consolidation and coherence of the local tourism promotion activity, as evidenced by the relatively large number of foreign tourists who have benefited from its services yet from the first month of operation.

However, the efficiency and intensity of the local tourism promotion activity as a whole is still unsatisfactory, reflecting in particular the still low values of tourist traffic in relation to the rich tourist resources in the area and other destinations in the region and the country. Among the causes of this state of affairs, we can mention: the lack of a tourist brand and a coherent tourism marketing strategy; lack of a department dedicated to cultural and tourist activities at the level of the municipality; deficiencies in the signaling and marking infrastructure of tourist objectives and routes; insufficient involvement of the private and non-governmental sector in the field of tourism promotion; lack of local tourist guides; sporadic participation in international tourism fairs; lack of large-scale cultural events capable of attracting a large number of visitors from outside the city etc.

## ▪ Uniqueness of the selected site and differentiation from other areas of the city concerned

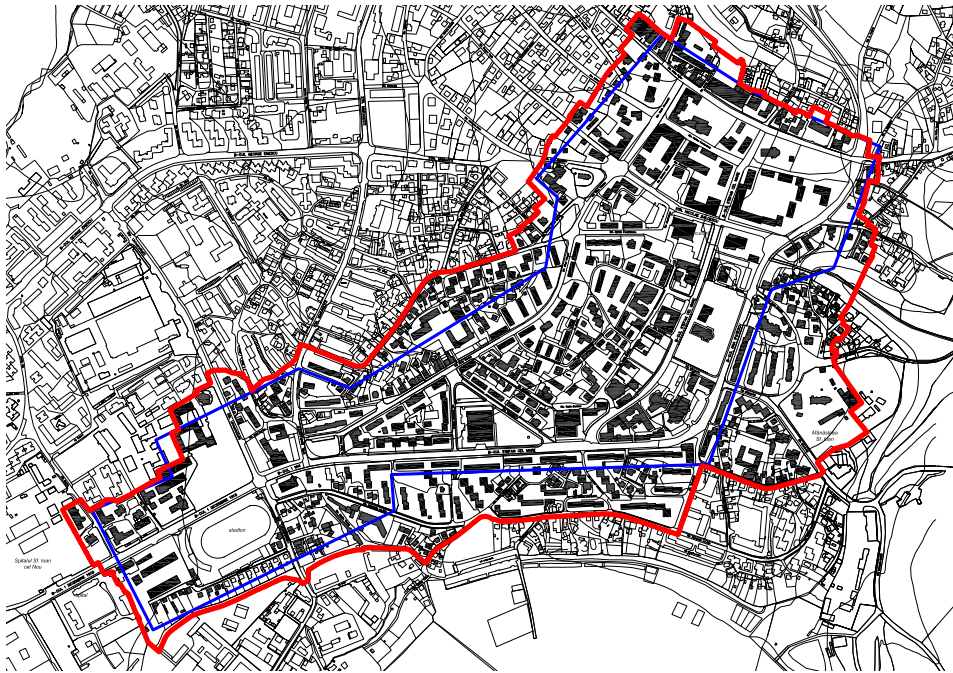
The selected site, and especially the Princely Court, represents, as the ZUP-CP developed for this area mentions, the medieval nucleus around which the city of Piatra Neamț developed and is a fortunate joining of some steps of history, memorial and architectural values starting with sec. the 15th and the twentieth century. It is part of the reign of princely courts (Suceva, Bacău, Roman, Iași, Vaslui, Hârâu) built in the area of Moldavia, starting with Alexandru cel Bun and developed more during the reign of Ștefan cel Mare, a symbol of national history. The Princely Court in Piatra Neamț is one of the most well preserved and valued among them. The overlapping of historical stages, in which medieval elements coexist with elements of the modern age, is unique in the country, through the configuration and types of architectural values over time.

In other news, the natural context in which the site is located is unique, notably by combining urban - lake - mountain heritage, as the Kohl & Partner study of 2010 also points out. Last but not least, the city and site concerned have the advantage to be in the immediate vicinity of the numerous monasteries in Neamț area, a destination that is already very attractive for ecumenical tourism. Also, Piatra Neamț is the only city in Romania with a modern telegondola installation (cable car), which passes through the studied area and allows to admire the heritage objects from height.



## Case study no. 5: Municipality of Suceava

- **Digital map of selected site**



- **Motivation for selecting the site that will be the subject of the Action Plan**

The Site in the City of Suceava that has been selected to be the subject of the Action Plan overlaps the central area of the city, as delineated by the Zonal Urban Plan developed in 2007, plus an adjacent territory from the east / south-east of it, occupied by the Citadel of the Chair, the Monastery "Sf. John the New", Bucovina Village Museum and Sipote-Cetate Dendrological Park. In spite of the often brutal interventions at its level, especially those of the last half century, this perimeter has continued to be the main core of the city, from the medieval period to the present, especially with regards to the large concentration of heritage edifices and public interest buildings. Moreover, the cadastral plans of the 19th and 20th century indicate that the major street infrastructure in the area has remained broadly unchanged to date, with changes only in secondary streets (especially in the area of the Trade Union House). Instead, the process of systematization (centralized urban arrangement) in the 60s and 80s definitively marked the silhouette of this area, the old individual houses with the ground floor or the floor and the shops in the historical center area being replaced in a short period of time with massive concrete constructions, specific to the communist era, whether blocks of flats, shopping centers, cultural or educational spaces etc. The few testimonies of urban fabric before the Second World War, especially public buildings and individual houses, were crowned by the alignment of these new constructions of questionable architectural quality. Therefore, the area has acquired a profound residential character, increasing population density without paying attention to the comfort of the population, mobility (streets, car parks), green spaces and public spaces, all of which are today the main dysfunctions of the studied territory.

In spite of these harsh urban interferences from the communist period and even from the 90's, due to the lack of urban regulation, the selected area continues to concentrate a high density of heritage assets with an invaluable value, especially from the medieval period. Some of these monuments are of world importance (eg the St. George Church - a UNESCO objective in the network of painted churches in northern Moldavia) or national (the Moldavian Chateau, the Princely Court, the Armenian Church of the Holy Cross, the Church "The Resurrection of the Lord - Vascesrenia", St. Nicholas - Prăjescu Church, St. Demetrius Church, St. John the Baptist Church - Coconilor Church. These include many heritage sites of local importance, especially public housing and public buildings during the Austrian occupation period, with a typical architecture of that country (Ștefan cel Mare High School, The Administrative Palace, former Prefecture, former Court, houses on the streets: Armenian, Dragoș Voda, Ion



Creangă). In addition, during the communist period, other objectives of interest for residents and visitors, such as the Cultural House of the Trade Unions, Bucovina Hotel, Arcaș Hotel, Bucovina Commercial Complex etc. were installed in the area, followed in the last two decades of the Palace of Finance, numerous banks, commercial areas, restaurants, bars etc.

In the last decade, after the accession to the European Union, the area has undergone extensive urban regeneration interventions, especially those financed under the ROP 2007-2013 (IUPD). Thus, the main streets in the central area were rehabilitated, including the burial of cables and the modernization of the public lighting system (1 Decembrie 1918, 1 May, Ana Ipătescu, Ștefan cel Mare, Unirii, Metropolitan Church - the last extended to 4 lanes), there were mounted modular stations for public transport, two underground car parks, the pedestrian and green areas were rehabilitated for these car parks in the 22 Decembrie area and the Cultural House area, two major intersections were arranged, video surveillance in the main public spaces, restoration works of the Moldavian Chair, the History Museum, and the National Tourist Information and Promotion Center were established.

However, the area continues to show some dysfunctions, among which we can mention the inadequate state of preservation of public buildings (eg Princely Court, Statue of Ștefan cel Mare etc.) and private (eg Hopmeier House); poor transport infrastructure towards some tourist attractions; high levels of car traffic, generating noise and CO2 emissions; inappropriate landscaping for Sipote Leisure Park ; lack of footpaths linking the main attractions; poor infrastructure for tourist signaling of routes and objectives; lack of bicycle tracks; the physical and moral wear of the sports infrastructure (Staeni Areni) and the lack of a multi-purpose hall; lack of adequate spaces for hosting cultural activities; lack of a tourist transport system; the lack of a tourist brand, a management and marketing plan for the area ; the insufficient presence of the tourist offer in the area in the virtual environment etc.

## ▪ Strategic development objectives of the currently selected site

About 80% of the site's surface area (over 105 hectares, excluding the Citadel and Sipote Dendrologic Park) was the subject of a Zonal Urban Plan, commissioned by the municipality about 10 years ago, which includes the following development proposals:

- the development of a bipolar central area with a historical core of regional interest around the Administrative Palace (County Council, Prefecture) and a local one with a new architecture around the new City Hall;
- remodeling the area between the Administrative Palace and the Palace of Finance by providing a high front along Str. Vasile Bumbac, with the role of shaping the entire market, respectively with a lower front to the House of Culture, to reinterpret the image of the old street Ștefan cel Mare and revitalize the commercial and traditional business interest of the area;
- the demolition of the Areni Stadium and the planning of a City Hall market, in the continuation of the University Park, with a conference center, hotel, commercial premises;
- Expansion and arrangement of pedestrian platforms and underground parking facilities;
- turning Ștefan cel Mare street, linking the two above-mentioned cores, into the main commercial arterial road of the city, by remodeling the facades of blocks and securing deep-water supplies;
- Strengthening the mix of functions (institutions, commercial spaces, services) on Mihai Viteazu Street and the northern side of Ștefan cel Mare street, in order to create a continuum that would emphasize their public and representative character;
- Strengthening the role of the serving arterial roads of Alexander cel Bun and November 6 streets;
- special and coherent treatment of pedestrian pavements (including pedestrian walkways), urban furniture, green spaces (landscape restoration and capitalization), public lighting in the area;
- ensuring the fluency of the traffic by realizing a level passage and a pedestrian walkway in the Areni Stadium area, reorganizing the public transport infrastructure, respectively by ensuring the doubling streams of the main traffic axes;
- deviation, extension, rehabilitation of the technical-urban infrastructure in the area;

- Clear delimitation of protection areas and restoration of heritage buildings.

The development objectives of the site, including the area not covered by the 2007 Zonal Urban Plan, can be found in the local and strategic planning documents (IUDS, SUMP and GUP). They propose the following types of interventions:

- Protection and restoration of heritage buildings, with a view to their introduction into the tourist circuit (eg Princely Court);
- Designing the Sipote-Cetate Dendrological Park as a recreational area;
- Development of the signaling and tourist information infrastructure (panels, indicators, maps etc.);
- Tourist promotion of the area (events, sport competitions etc.);
- Developing the cultural infrastructure (eg setting up an art museum);
- The thermal insulation of some public buildings and blocks of flats;
- Rehabilitation of streets and sidewalks in the area, extension of parking lots, restoration of markings;
- Purchase of public transport vehicles (buses), modernization of stations and implementation of a public transport management system (e-ticketing, passenger information system, surveillance system and video dispatcher);
- Establishing a public transport bus and cableway route linking the tourist attractions in the area;
- Designing pedestrian routes that connect the tourist attractions and pilgrimage places, developing exclusively pedestrian areas;
- Developing the network of bicycle tracks and implementing a rental system of them;
- Implement an integrated traffic management system;
- Implementing a wi-fi network in public spaces;
- Modernization of the technical and public infrastructure;
- Development of SMART City services at local government level and establishment of a tourism department within the City Hall.

## ▪ Changes on the vision and development goals of the selected site that occurred over time

The studied site overlaps, in general, the medieval core of the city, developed in the perimeter bounded by the Princely Court, the Zamca Castle and the Citadel. These vestiges, as well as others that have been preserved since that time (especially the places of worship), reflect the political-administrative and spiritual capital of the country of Moldavia, played by the city for more than 100 years. The housing stock at that time, developed around these objectives, has not been preserved, being replaced over time by newer constructions, most likely due to its relatively low quality, but also to numerous historical events (invasions, wars, fires etc.).

During the Austrian occupation (1775-1918), the selected site had a predominantly commercial and administrative function, benefiting, for the first time, from a coherent plan of systematization (centralized urban arrangement) and development of the technical-urban infrastructure. The current street infrastructure overlaps almost perfectly with that traced during that period. In addition, some public buildings built at that time, with an Austrian-inspired architecture, are preserved today and have the same function (eg the Administrative Palace, the Palace of Justice, the Ștefan cel Mare National College etc.). The demographic and economic growth of this period, as well as the colonization of various ethnic groups, is reflected today in the few homes that have been preserved, for example, in the former Armenian district or in the churches belonging to various cults (evangelical, Catholic, mosaic etc.).

The urbanist interventions during the communist period were the most brutal in the history of the studied site. They led to the demolition, in a relatively short space of time, of a good part of the historic city center, which had a predominantly commercial profile and a low-rise building site and commercial spaces on the ground floor. Only some representative public buildings and a number of private dwellings have been preserved from the old core of the city, but they were surrounded by a belt of high-rise housing blocks, but also by public buildings, massive constructions made of concrete, generally with a reduced architectural value. Thus, the area became one of mixed

aspect (residential, commercial, service) and heavily populated with the people attracted especially from rural areas, in line with the forced industrialization and urbanization policy of that time.

The period after the accession to the European Union was marked by a vacuum of strategic and territorial planning, especially in the first part of the 90s. At the level of the area, it was transposed into: the unclear ownership regime of some buildings (including heritage) which caused their degradation; increasing the density of construction, especially through the construction of dwellings, commercial premises, banks and institutions etc., often with a doubtful architecture, unintegrated in the context of the area and in areas with poor infrastructure; making unauthorized interventions, including monument buildings; the degradation of public spaces, especially through the installation of improvised buildings (eg kiosks, garages). These deficiencies have been only partially remedied with the entry into force of the 1996 GUP.

After the EU accession, the area's development optics changed again, focusing on community-based priorities, also transposed into national programs with non-reimbursable funding: promoting sustainable mobility, regenerating urban and green spaces, protecting and restoring built heritage, development of cultural infrastructure, social inclusion of disadvantaged communities, modernization of public lighting, thermal insulation of blocks, implementation of video surveillance systems etc. Also, interest in strategic and territorial planning has increased, eg. by elaborating a zonal urban plan, updating the General Urban Plan, elaborating integrated urban development strategies / plans, a sustainable urban mobility plan etc.

## ▪ SWOT analysis of the selected site

### Strengths

- High concentration of heritage buildings, from different historical periods, with an invaluable value (including a UNESCO heritage site);
- The good conservation status and the high attractiveness of the Moldavian Court of Justice and the History Museum, which benefited from extensive restoration and introduction to the tourist circuit;
- The existence of a national tourist information and promotion center;
- Modernization of Bucovina Cultural Center (formerly "Modern" Cinema);
- Urban regeneration of some areas within the site (pedestrian areas, green spaces, public lighting) included in the IUPD 2007-2013;
- Establishment of two underground car parks in the area and modernization of some public transport stations;
- Modernization of main streets, including burial of power cables and modernization of public lighting;
- The thermal insulation of some blocks of flats.

### Weaknesses

- The negative footprint left by the brutal urban interventions, especially during the communist period, which affected the continuity and aspect of the area;
- Inappropriate conservation status and insufficient capitalization of heritage edifices on tourism purposes (eg Princely Court);
- Physical and moral wear of some sports buildings (Areni Stadium), cultural buildings (eg the Trade Union House) and the lack of adequate exhibition space for art works;
- Lack of leisure facilities at Sipote-Cetate Dendrological Park, which is not enough valued for residents, tourists and visitors;
- Lack of a public transport system for tourists;
- Poor infrastructure for signaling and tourist information (panels, signs, maps etc.);
- Insufficient tourism promotion of the area (large events, sports competitions etc.);

- *The degradation of facades and the unsightly aspect of public buildings and blocks of flats raised during the communist era;*
- *Wear of public transport fleet and lack of a modern management system;*
- *Lack of footpaths linking the main tourist attractions in the area;*
- *Lack of an integrated network of bicycle tracks and a rental system of them;*
- *High traffic, leading to congestion on main roads, noise and air pollution;*
- *Lack of wi-fi hotspots in public spaces;*
- *Waste of technical-municipal infrastructure (eg water-channel, natural gas etc.).*

### **Opportunities:**

- *The availability of European funds for investment in public transport, non-motorized, the rehabilitation and energy efficiency of public and residential buildings, the preservation and capitalization of built heritage, the technical-urban infrastructure etc.;*
- *Implementation of the regional and general urban planning regulations as well as recent strategic documents (IUDS, SUMP) with a positive impact on the development of the area;*
- *Integration of the city into the wider tourist offer of the Bucovina region, a brand already known and popular at national and international level;*
- *Development of cooperation relations in the field of heritage and culture at the level of the metropolitan area;*
- *Capitalization of traditional ties with the German, Austrian, Polish, Jewish communities etc. in order to promote local tourism;*
- *Development of the "Ștefan cel Mare" International Airport and the increase of external flights number;*
- *Capitalization of the strategic geographical position of the city, proximity to the border with Ukraine and Republic of Moldova.*

### **Threats:**

- *High competition with other tourist areas in the country with better accessibility (eg historical centers in Transylvania);*
- *The delay of the completion or starting of projects with non-reimbursable financing (eg in the area of mobility), with negative impact on the attractiveness of the area;*
- *Continuous growth of the car fleet, which aggravates traffic problems in the central area;*
- *The manifestation of natural hazards that affect the tourist attractions in the area (eg landslides, earthquakes etc.);*

### **▪ Organizations with attributions in the field of site management, as a tourist destination, as well as sources of financing**

*The main attributions regarding the selected site's management are in the responsibility of the local public authorities, namely the Suceava City Hall and the Suceava County Council, including the subordinated institutions. Thus, the City Hall has the following tasks in the field: strategic planning (IUDS, SUMP, SEAP etc.) and urban planning of the area (GUP, ZUPs, PUDs etc.), including their implementation, by issuing permits, building discipline and street display etc.; administration, systematization, modernization, maintenance of the public domain (streets, sidewalks, alleys, pedestrian areas, squares, other green spaces, traffic lights, signage etc.); attracting non-*

reimbursable funds and making investments from own funds at the level of public infrastructure and services; management of public transport, through S.C. LOCAL PUBLIC TRANSPORTATION S.A., authorization and monitoring of taxi services and administration of public parking lots and residences; development and promotion of tourism; financing NGO activities in the cultural field; authorization and control of commercial activities; prevention and management of emergency situations; management of the public lighting system; video surveillance of public spaces; ensuring order and public peace, through the Local Police; monitoring the provision of public utility services etc.

The Suceava County Council plays an important role especially in terms of heritage, culture and tourism promotion. It owns some historical monuments (eg the Administrative Palace, the County Seat, the Princely Inn etc.) and has in its subordination the majority of the cultural institutions in the area (Bucovina Museum, Bucovina Cultural Center, County Library etc.). He also manages the National Tourist Information and Promotion Center, which is the main local vector of the tourist promotion activities of the area, including the participation in trade fairs, editing and distributing promotional materials etc.

The Suceava County Cultural Directorate plays an important role in the authorization, monitoring and control of intervention works at historical monuments, proposes consolidation / restoration projects through programs financed by the state budget, pursues actions related to the immaterial heritage etc.

The Bucovina Tourism Association, the first and only tourist cluster in the region, plays an important role in the development of projects that contribute to the development of the local sector and carry out its own or partnership actions to promote the region, including the attractions of the selected site.

Public and private utilities (water-canal, natural gas, sanitation, district heating, telecommunications etc.) play an important role in ensuring the quality of these services through the investments they make in the area. Also, intercommunity water and wastewater associations, respectively sanitation, in which the municipality is involved, play a key role in attracting European funds to improve infrastructure and services.

The private and non-governmental sector plays an important role through the ownership of heritage buildings (churches, private homes, business or commercial premises, hotels, restaurants etc.), as well as involvement in the organization of cultural events (eg NGOs receiving non-reimbursable funding from the local budget and the County Council).

As for the volume of public investments, some 40 million Euros have been invested at the level of the area in recent years, only through the ROP 2007-2013, or by the County Council (the Restoration of the County Seat, the History Museum), or by Suceava City Hall (street modernization, public lighting, underground parking, intersections, public spaces, green spaces, public transport, thermal insulation of blocks etc.). To this, additional amounts are allocated annually from the local budget for rehabilitation and maintenance of the public domain or for the financing of cultural activities, as well as those of private owners.

## ▪ Tourist traffic at the level of the selected site

The National Tourist Information and Promotion Center, subordinated to the County Council and located in the selected site, was visited in the year 2016 by about 4,100 visitors, of which 2,800 Romanian tourists and 1,300 foreigners. Most foreign tourists come from Europe (96%), for example from the Republic of Moldova (27%), Poland (14%), Ukraine (12%), France (8%), Spain 6%), Bulgaria (4%), Italy (4%).

The number of tourists registered at the accommodation units in the municipality was 93.100 in 2016, an increase of 22% compared to the minimum recorded in 2010. The studied area concentrates more than half of the accommodation places in the municipality, in units such as Bucovina Hotel, Continental Hotel, Balada Hotel, Daily Plaza Hotel, Irene Hostel, Alice Villa etc. Therefore, we can estimate that of the total of over 90,000 tourists, at least 50,000 have stayed inside the selected site.

In terms of the number of visitors to the museums in the city, it was about 245,800 in the year 2016, a maximum level for the last 10 years, especially due to the completion of restoration works at the History Museum (27,000 visitors) and the County Seat (132,000 visitors). However, not all visitors to the museums are also tourists, and these attractions attract local people as well, in events dedicated to children and pupils as well as adults (exhibitions, openings, Museum Night).

In this context, we can conclude with a reasonable confidence that the number of tourists and visitors who chose the studied area in 2016 was over 150,000, in a sustained increase compared to previous years but still reduced to the cultural heritage of the area and the city as a whole.



## ▪ The present development cycle of the selected site in the stakeholders' view

*The development cycle of the site, in the opinion of local stakeholders, is the growth one. The main arguments that we can invoke in this respect are: the attribution of the title of European Destination of Excellence by the municipality in 2017, which will bring more internal and international visibility; the recent restoration by the Suceava County Council of the main tourist attractions and the symbol of the city - the County Seat, as well as of the History Museum; the high volume of investments made by the municipality in regenerating the central area of the city; the positive dynamics of the number of visitors during the last 6 years; setting up the tourist information and promotion center in the studied area.*

*In addition, the IUDS and SUMP believe in a sustained increase in the attractiveness of the central area, through the complex investments planned for the 2023 horizon, from monument restorations, to tourist transport, sustainable urban mobility, urban regeneration, branding and tourism marketing, cultural tourism packages etc.*

## ▪ The promotion of the selected site as a tourist destination

*The efforts of the local authorities, especially of the Suceava County Council, in the field of tourism promotion have intensified in the last years, their most recent success being the title of European Destination of Excellence, focused on the concept of tangible cultural tourism. Therefore, in 2018, the city will be promoted intensively as a tourist destination at fairs organized in the country and abroad, steps that have been taken in the past, including events organized in the city and in the region (fairs, infotours). The Suceava County Council has recently invested in setting up a National Tourist Information and Promotion Center (NCTIP), which provides visitors daily with information, assistance, promotional materials. The promotion of the attractions of the studied site in the online environment is done through the website of the Center - [www.turism-suceava.ro](http://www.turism-suceava.ro), on the own websites of the City Hall and the County Council, on the website of the Bucovina Tourism Association ([www.bucovinaturism.ro](http://www.bucovinaturism.ro)) etc. Promotion through promotional materials is done within the NCTIP and in specific event, the County Council investing annually important amounts in the elaboration, multiplication and dissemination of different leaflets, brochures, maps translated in several foreign languages.*

*However, the efforts of the municipality towards the tourist promotion of the area remain insufficient. Thus, the City Hall does not have a specialized department in tourism, and the city, implicitly the studied site, does not have a dedicated web portal for promotion, the websites administered by THE COUNTY COUNCIL OF Suceava or APT Suceava being focused on the tourism offer of the county as a whole. Other deficiencies are related to the poor signaling and tourist information infrastructure of the city's routes and objectives, the lack of a network of tourist guides or the lack of local events capable of generating mass tourism.*

## ▪ Uniqueness of the selected site and differentiation from other areas of the city concerned

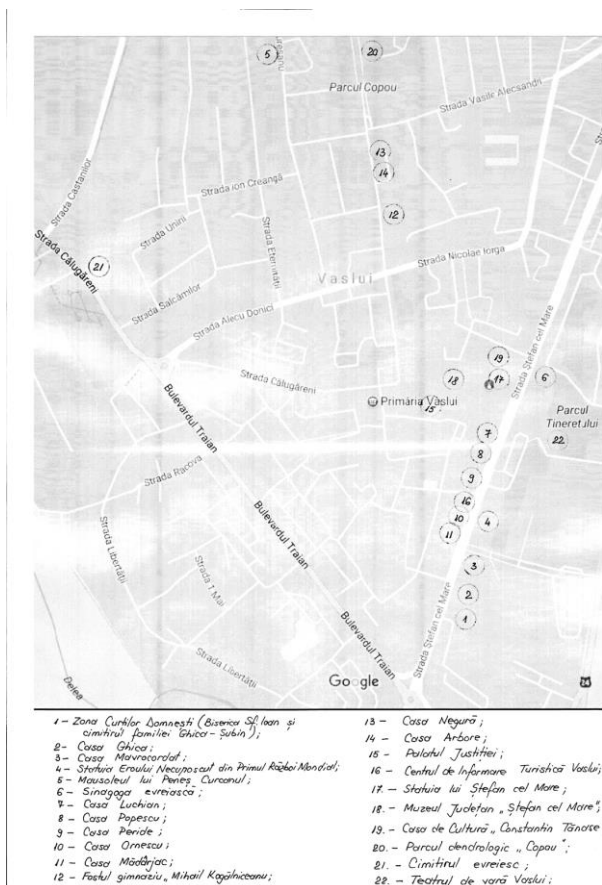
*At the city level, the selected site differs visibly from the rest of the neighborhoods by a series of unique elements, such as: a very large concentration of historical monuments from different historical periods, from the medieval period to the interwar period, some of them by international or national importance (UNESCO) ; the concentration of functions of public interest in the area, such as administrative, cultural, sports etc.; the central role of the area for residents and visitors, as well as the memory of the place, this being a vivid witness of the political-administrative role played by the city throughout its history.*

*In a regional context, the uniqueness of the site is given by the number and diversity of historical monuments, which can be included in complex trails such as the medieval fortresses and princely courts, the painted churches etc. In addition, it is the only Moldovan county residence that shelters a UNESCO network and can be successfully associated with the Bucovina tourist brand.*



## Case study no. 6: Municipality of Vaslui

### ▪ Digital map of the selected site



### ▪ Motivation for selecting the site that will be the subject of the Action Plan

The site under study was delineated, along with local actors, on the basis of the General Urban Plan in place and broadly covers the surface of the old commercial-craft core at the end of the 19th century. It has a relatively eccentric position, being situated close to the eastern limit of the city's intra-muros, as the city has developed over the past 100 years, especially in the west, north and south direction. During the communist era, this old core of the city underwent an extensive process of systematization (centralized urban arrangement) and remodeling, notably by building blocks of flats, commercial and service spaces, and public buildings with a strong residential function.

However, the selected area still has the symbolic character of a center for the inhabitants and concentrates almost all the major tourist attractions in the city. Thus, communist buildings and even post-December, with administrative, educational, cultural, tourist and commercial function (such as the Trade Union House of Culture, the Administrative Palace, the Ștefan cel Mare County Museum, the Summer Theater, the Military Circle, "Racova", City Hall, Police, "Winmarkt Central" Commercial Complex, Vidin Agro-Food Market, banks etc.), coexist in this area with architecturally valuable buildings (raised from the medieval period until the beginning of the sec. 20th century), such as the Princely Court Area (with St. John's Church and Ghica-Subin Family Cemetery), the Ghica House, the Mavrocordat House, the Jewish Synagogue, the Palace of Justice, the former Gymnasium "Mihail Kogălniceanu, Arbore House, Ornescu House, Mădăraș House, Luchian House, Popescu House, Peride House), with the public garden (Copou Dendrologic Park), but also with a series of public monuments (Ștefan cel Mare Statue, The Statue of the Unknown Hero of World War I). Also in this area is the only tourist information center in the city, as well as the sports and leisure functions (The Stadium, Public Swimming Pool and Polivalent Hall). Buildings have been grouped to divide space into 4 squares of different shapes and surfaces, attractive pedestrian areas for residents and visitors, generally out of car traffic.

*During the 2007-2013 programming period, this area has been the subject of large-scale public investments, mostly made from European funds, but also from the local and state budget. Thus, the central pedestrian zone, the architectural lighting system, the main streets (Ștefan cel Mare, Peneș Turcanul, Victoriei, Vasile Alecsandri etc.), the sidewalks and their green spaces were rehabilitated, bicycle paths were set up in the upgraded streets, the infrastructure for transport by trolleybus and for public lighting on the main arterial road of the city was rehabilitated, a video surveillance system for public spaces was installed, the area of the Princely Courts and the Peneș Curcanul Mausoleum was restored and arranged for tourism purpose, the modernization of the Summer Theater, Vidin Agribusiness Market etc.*

*Despite these unprecedented investments in the recent history of the city, the selected area still faces a series of constraints in increasing its attractiveness for residents and visitors, such as the advanced state of degradation of heritage buildings, such as the Children's Palace or the Palace of Justice ; intense car traffic and lack of parking space, leading to noise pollution, accident risk, high CO2 emissions; the degradation of facades of residential blocks and public buildings raised during the communist period; poor signposting infrastructure (signs, signs etc.) and lack of marked trails for visitors and tourists; the existence of abandoned land in the immediate vicinity of Copou Park (former greenhouses); lack of cultural events capable of attracting a large number of visitors; poor cultural infrastructure (degradation of the House of Culture, inappropriate acoustics of the Sports Hall); deficiencies in the functioning of the Municipal Swimming Pool (closed in 2014 due to the lack of qualified staff); high seismic risk of some buildings etc.*

## ▪ Strategic development objectives of the currently selected site

*The selected area is not regulated by a Zonal Urban Plan or by its own management plan, this being the reason why its vision and development objectives for the 2014-2020 programming cycle are found in the Integrated Urban Development Strategy of the Vaslui Metropolitan Area 2014-2023.*

*This strategy proposes the following types of interventions for the concerned site:*

- Consolidation / restoration of heritage buildings;
- The promotion of sustainable mobility in the central area by expanding and upgrading the public transport system, cycling track system, rehabilitation of streets, sidewalks, parking facilities, modernization of intersections, intelligent traffic management, elimination of heavy traffic;
- Increasing the energy performance of public buildings, housing blocks and the public lighting system;
- Development of artistic vocational education
- Expanding and modernizing cultural infrastructure;
- Extension and modernization of sports and leisure infrastructure;
- Updating urban planning documentation;
- Computerization of local administration and implementation of "Smart City" solutions for residents and tourists;
- Promoting the cultural and tourist heritage of the area;
- Extension of green and promenade areas, including the ecologisation of surface water;
- Modernization of technical and public infrastructure.

## ▪ Changes on the vision and development goals of the selected site that occurred over time

*As it was pointed out in previous sections, the selected site has undergone, over time, extensive remodeling processes in line with the strategic vision and priorities of those periods. Thus, starting from the medieval core around the Princely Courts, it developed, especially to their west and north, until the beginning of the 20th-century commercial-craft core of the city, 1-2-storey buildings and commercial spaces on the ground floor, reflecting the specificities of the local economy. It consisted mostly in administrative, educational, sanitary and recreational*

functions specific to a small town (about 10,000-15,000 inhabitants), the built surface of the city reaching successive housing for about 240 hectares in 1941. From that time there are still preserved a series of valuable architectural buildings, located mainly in the Copou Park area and on Ștefan cel Mare street. The material and life losses of the two world wars, as well as the deportation and emigration of the Jewish community, brought a relative stagnation in the development of the city, so it did not exceed 15,000 inhabitants even in 1966, nearly 20 years after the establishment of the communist regime.

The 1965-1989 period, corresponding to the communist regime of Nicolae Ceausescu, has put its mark on the level of development and on the current aspect of the city. Thus, following the administrative reform in 1968, it became the residence of Vaslui County, with a population of more than 400,000 inhabitants, and was the subject of a rapid process of industrialization and urbanization based on rigorously planned systematization (centralized urban arrangement) plans. The population of the city grew to 38,000 in 1977, 67,000 in 1986 and 80,000 in 1990, primarily by mobilizing the farm population in the adjacent rural areas, which has found a job in new industrial businesses (textile, wood processing, food, machine building, materials, chemistry etc.). Urban fabric was adapted to this consistent flow of new inhabitants, with the former commercial and craft core almost entirely replaced by housing blocks (4-11 levels) and buildings with administrative, cultural, educational, commercial, service provision and so on. Thus, Vaslui has acquired the urban aspect, which has been largely maintained, and the density of the dwelling in the central area has reached over 1,000 inhabitants / ha, gradually decreasing to the periphery and the localities, with an urban aspect similar to the rural environment.

The change of the communist regime at the end of 1989 led to the cessation of the industrialization and forced urbanization process which was replaced by a private development of a capitalist economy similar to that of the interwar period. This transition was reflected in the construction of new modern buildings and individual dwellings, often incoherent with the already existing fund, amid a relative lack of urban planning regulation. In the central area, numerous commercial and service spaces, commercial banks, and even public institutions have emerged, while communist construction has deteriorated visibly, especially the façades, energy performance and adjacent spaces.

The last decade has been marked by the unprecedented scale of public investment, particularly in the transport, technical and public infrastructure, the regeneration of public spaces, heritage, educational infrastructure etc. These have, to a large extent, given to the selected area the role of attractive centrality for citizens and visitors, which it has traditionally met.

## ▪ SWOT analysis of the selected site

### Strengths

- Protection, restoration and enhancement of heritage buildings in the area of the Princely Courts, that have become the main attraction for visitors and tourists;
- Urban regeneration of public areas in the central zone, accessible only to pedestrians, including the rehabilitation of the public lighting and architectural lighting system;
- Modernization of streets, sidewalks, electric transport infrastructure and bicycle paths;
- Thermal insulation and restoration of some blocks of flats;
- Implementation of a video surveillance system for public spaces in order to reduce crime
- Modernization of Copou Park, an attractive dendrological park for citizens and visitors;
- Investments made in the local sports and leisure infrastructure (eg Summer Theater, Swimming Pool, Stadium)

### Weaknesses

- The advanced state of degradation and insufficient protection of heritage buildings of high architectural value, both in public and private property (eg Palace of Justice, Children's Palace etc.);
- Deficient tourist signaling infrastructure for the tourist attractions in the studied area (information panels, signs, maps etc.);
- Deficiencies in the local cultural infrastructure (the degradation of the Trade Union House, the lack of a large event hall with a proper acoustics, of a center of arts, the physical and moral wear of the County

*Museum infrastructure, the lack of a music school and arts, the functioning of the County Library in an improper space etc.);*

- *The still limited promenade facilities, leisure and practicing sports (the riverside banks are not designed for recreational purposes, the swimming pool is closed since 2014, there are no roller tracks etc.);*
- *The presence of abandoned land in the vicinity of Copou Park (former greenhouses);*
- *High levels of noise and emissions from heavy traffic and congestion on main roads;*
- *Bicycle tracks are insufficient in terms of length and protection against car and pedestrian traffic, not integrated in trails and there are no bicycle storage and rental centers;*
- *The relatively small number of large-scale cultural events that highlight the city's heritage, recently modernized public spaces that attract many tourists and visitors;*
- *The technical-urban infrastructure on certain streets is worn out;*
- *The public transport fleet is obsolete, there is no e-ticketing system and the stations are not equipped with route maps, information panels or electronic display of the transport program;*
- *Immaterial heritage in the area is insufficiently exploited by fairs, festivals and other events of interest;*
- *The number of tourists and visitors is increasing but remains the lowest, both in terms of volume and average duration of stay, of all the county municipalities, in the absence of major attractions (except for the Princely Courts).*

### **Opportunities:**

- *European funds, mainly available through ROP 2014-2020 and POC RO-MD 2014-2020, for restoring and capitalization of heritage assets, conversion of abandoned or degraded land, urban mobility, energy efficiency, education, tourism promotion etc.;*
- *Inclusion of the city in a regional tourist route of the princely courts as well as in cross-border thematic routes along with other locations in the county, region and Republic of Moldova;*
- *Implementation of the fast infrastructure projects of the General Transport Master Plan of Romania, which will increase the connectivity of the city with the major transport corridors in Central and Western Europe as well as to the eastern border of the European Union;*
- *Attraction of foreign investment and developing local entrepreneurship, which will also generate additional flows of visitors and tourists.*

### **Threats:**

- *Accentuation of the external migration phenomenon of the population, respectively the deficit of qualified labor force in certain fields;*
- *Delaying the European integration approaches of the Republic of Moldova, with effects on the accentuation of the peripheral position of the city in the context of the U.E.;*
- *The delay of the major investment projects in the public transport infrastructure, which will limit the attractiveness of the municipality for investors, tourists and inhabitants;*
- *The occurrence of a high-intensity earthquake;*
- *Increase of the car fleet, which will put additional pressure on the local transport infrastructure;*

- **Organizations with attributions in the field of site management, as a tourist destination, as well as sources of financing**



The public sector - through the Vaslui City Hall and the Vaslui County Council - are the main actors in the management of the selected area. Thus, the City Hall is responsible for the strategic and territorial planning, the implementation of the urban planning regulations, including the protection of the built heritage, the administration of the infrastructure and the public spaces (streets, public lighting, parking lots, signs etc.), including green spaces (eg Copou Park), tourism promotion and information (especially through the subordinated center), management of sports and leisure infrastructure (eg Summer Theater, The Public Swimming Pool etc.), ensuring the safety and public order, public transport, the organization of cultural and sports events, the authorization of economic agents in the area, the subsidization of activities of non-profit organizations etc. In addition, it is the main vector in terms of public investment at the site level, including by attracting non-refundable funding for this purpose.

The Vaslui County Council is the main local actor in the cultural field, primarily through the subordinated cultural institutions, located in this area - the "Stefan cel Mare" County Museum, the N.M. Backer "and the Center for the Preservation and Promotion of Traditional Culture, but also through tourism promotion actions or by granting non-reimbursable financing to NGOs in the cultural and sports field.

The County Council for Culture Vaslui, a territorial representative of the Ministry, ensures the protection and preservation of the mobile and immovable cultural heritage, especially through its functions of authorization and control of intervention works, monitoring of the conservation status, proposal of consolidation / restoration through programs financed by the state budget etc.

Public and private utilities (water-canal, natural gas, sanitation, telecommunication etc.) play an important role in ensuring the quality of these services through the investments they make in the area.

The private and non-governmental sector has a much reduced involvement in the area's management, their contribution being important from the point of view of preserving the architectural value and proper maintenance of the buildings owned, the management of spaces with a cultural destination (eg the Cultural House of the Trade Unions) in the organization of cultural-sporting and civic events, as well as of the HORECA services provided to residents and tourists.

Regarding the investments made in this perimeter over the last decade, it is difficult to quantify the exact amounts, given that some integrated interventions have exceeded the limits of the studied area. However, we can estimate that at least 70% of the over € 53 million invested by the municipality during 2007-2016 from all available sources (European funds, own funds, state budget funds, credits etc.) went to this area, plus other important sums invested by the County Council, water-channel ADIs and waste management, as well as investments by private owners. Overall, we can estimate with a reasonable margin of total investment of at least 50 million Euros only in this area, an unprecedented volume in the recent history of Vaslui, whose effects are visible and have contributed significantly to increasing the attractiveness of the city and the life quality of residents.

## ▪ Tourist traffic at the level of the selected site

The statistical data provided by the Vaslui Municipal Tourist Information and Promotion Center for the first year of operation (April 2016 - April 2017) indicated a number of 885 Romanian and foreign tourists who used the services of this unit. The share of foreign tourists was 38%, most of them coming from the Republic of Moldova (53% of all), France, Italy, Germany, Belgium and Spain. The city has been visited individually as well as by groups of up to 15 people, with the main attractions they are interested in being museums, churches, historic sites, parks and recreation areas. They also expressed their interest in some public services (mayorality, hospitals, banks), travel agencies, educational establishments and cultural events, and were made available to them by the employees of the informative material center.

However, only a few of the tourists who have chosen Vaslui Municipality as their destination have also appealed to the services of the Municipal Tourist Information and Promotion Center. The data of the National Institute of Statistics indicates for the year 2016 a number of 21,400 tourists accommodated in the city, plus another 2,100 people in the peri-urban area (10-15 km from the city). It is quite difficult to determine the share of those staying in the municipality and in the neighboring communes that have visited the studied area. Starting from the hypothesis that more than 90% of the tourist attractions, accommodation and catering are located in the studied area, we can realistically estimate the number of tourists to about 20,000 people, plus, of course, several thousand visitors that have not opted to stay in the area. The average length of the stay, however, is about 1.5 nights / tourist, specific to the transit or business tourism, which generates an unsatisfactory level of income.



## ▪ The present development cycle of the selected site in the stakeholders' view

*In the view of local stakeholders, the selected site is in a growth phase as a tourist destination and attractiveness for residents. An essential role in this direction was played by public investments that have changed the face of the area, which had the obvious imprint of over 40 years of communism and forced urbanization. An eloquent example of this is the Princely Court, the most representative medieval object in the area, which, after recent investments in restoration, planning and introduction to the tourist circuit, became the main attraction of a city visited by dozens of tourists every day. Also, the regeneration of the public areas (pedestrian areas) and green areas (Copou Park, the green area around the Princely Courts) in the central area has made them attractive again for residents and visitors, being a favorite place to socialize and spend the free time. These investments were also reflected in the increase of tourist traffic in the area, 2016 marking a historic maximum of the number of tourists accommodated in the city, even if their figure is still modest. The implementation of the measures envisaged in the IUDS, SUMP or in the County Council's strategy will increase the attractiveness of the area in the future for all public categories.*

## ▪ The promotion of the selected site as a tourist destination

*The tourist promotion of the attractions in the studied area is still a poor one, reflected also in the small number of accommodated tourists, in relation to the potential of the city and other similar cities in Romania. The first important step in this direction was made in 2016, with the inauguration of the Municipal Tourist Information and Promotion Center, open daily, with qualified staff and a series of informative materials, which has already attracted over 1,000 beneficiaries.*

*However, the activity of promoting the area remains deficient in the following aspects: the unsatisfactory virtual presence of the tourist offer of the municipality and the area (there is no website dedicated to tourism promotion, the only information being available on the site of the Town Hall and the County Council exclusively in Romanian) ; poor infrastructure for signaling and tourist information (panels, indicators etc.); lack of tourist guides; lack of thematic tourist routes at metropolitan, county, regional and cross-border level (the last such routes were conceived in 2008); a small number of large-scale events organized locally, capable of attracting a consistent flow of tourists and visitors.*

## ▪ Uniqueness of the selected site and differentiation from other areas of the city concerned

*The selected site is unique in a local context by the high concentration of heritage assets and tourist attractions (over 90% of all existing in the municipality). In a regional and national context, it is remarked by the presence of the Princely Court area, recently restored and brought into the tourist circuit, which has quickly become the main local attraction. This can be introduced in a regional circuit of the Moldovan courts, together with the similar attractions in Piatra Neamț, Suceava, Harlau, Bacău or even in the Republic of Moldova (eg Lapusna).*

## Chapter II. The benchmarking study

The aim of the regional benchmarking study is to deepen the analysis of the main local / regional constraints on the conservation and sustainable capitalization of cultural heritage as well as the opportunities that will be addressed as a priority by the Regional Action Plan to be developed in the second phase of the SHARE project. The specific objectives of this activity are:

- Capitalization of the case studies and the activity of the regional working group - most of these constraints and opportunities have already been identified in the SWOT analysis of the case studies and validated at regional working group meetings;
- Capitalization of the main strategic planning documents with impact on the areas covered by the SHARE project at local and regional level;
- Providing valuable and early input to design the survey of the 6 target cities.

The benchmarking study is essential to the methodology of sharing knowledge and experience between project partners and will allow the classification and categorization of targeted locations across different countries based on local approaches in the areas concerned. Also, by using strategic planning documents, it will allow to highlight differences of approach between decision-makers in these countries regarding economic development, tourism, local resource promotion and management etc.

The actual development of the benchmarking study was done in accordance with the methodological guidelines drawn up by a project partner - the University of Greenwich, assuming the following activities:

1. Identifying two relevant strategic planning documents at each city level - this approach has been initiated since the first meeting of the regional working group. Thus, the participants and the experts have inventoried together which planning documents are most relevant to each city and could be the subject of benchmarking studies. Thus integrated urban development strategies (IUDSs) and general urban plans (GUPs) have been selected, to which have been added the regional action plans in the field of tourism related to the programming periods 2007-2013, namely 2014-2020, which cover issues specific to all 6 targeted cities.
2. According to the methodology, the experts kept a strict bibliographic record of each document used, with the note that all of them are from the public sphere. Thus, for each document consulted, there was filled a file containing the case study elements to which it refers, the type of the document, the year in which it was published, the author or organization that published it, the title of the document (in Romanian and English), the Web page where it can be downloaded.
3. Quantification of keywords in the analyzed documents. Starting from the list of keywords made available by Greenwich University in the document "SHARE brief no. 3 "and translated by Romanian experts, there have been counted, with the help of" Find "function in Microsoft Office, how many times each keyword is found in each document. Thus, for each of the 14

documents analyzed, the experts completed a separate table with the number of repetitions of each key word.

4. The proposal of keywords that are obstacles in local development and their quantification at the level of the analyzed documents. The experts agreed, together with the participants in the regional working group, from the first meeting, which are the keywords that could indicate obstacles to local development, starting from the summary of the discussions with them and the SWOT analyzes, from the following categories: social factors (eg population decline and aging), policies (eg lack of political will), physical-geographic (eg relief, natural risks, accessibility), economic (eg, does not favor the capitalization of assets), legal (eg unclear or insufficient legislation, property issues), technological (lack of equipment, software, high technology costs), marketing (eg competition of nearby cities) (eg visitor and tourist expectations) and the environment (eg pollution, climate change). In the next step, experts searched for these words in the 14 documents, using the same method applied to the previous subactivity.

5. Validation of the counting of the given and proposed keywords by renumbering them.

The results of the benchmarking analysis for the analyzed Northeast regions are presented in the table below:

a) Benchmarking analysis at the level of general urban plans:

The results of keyword search						
Keyword	Number of keyword entries in the analyzed document					
Keywords in the sphere of smart economy						
	BC	BT	IS	NT	SV	VS
<i>Economy</i>	54	52	29	25	50	31
<i>Research</i>	40	7	33	4	9	3
<i>Knowledge economy</i>	0	0	2	0	0	0
<i>Self-employment / Physical (authorized)</i>	0	0	0	1	1	2
<i>Entrepreneurs</i>	6	0	5	4	2	6
<i>Companies / enterprises / SMEs</i>	178	5	50	47	58	68
<i>Work productivity</i>	8	0	8	3	43	1
<i>Unemployment</i>	7	2	8	7	3	24

<i>Employment / Labor force</i>	138	12	50	5	93	83
<i>International</i>	77	5	39	5	8	6
Keywords in the sphere of "smart people"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>People</i>	3	2	5	3	6	0
<i>Community</i>	18	4	7	5	11	0
<i>Citizens</i>	15	0	9	4	1	0
<i>Education</i>	37	22	16	27	27	3
<i>Library</i>	30	7	5	4	2	4
<i>Foreign language</i>	6	0	1	2	0	0
<i>Foreign languages</i>	5	0	0	3	0	0
<i>Learning</i>	2	0	1	0	1	0
<i>Foreigners</i>	11	0	0	4	1	0
<i>Creative industries</i>	7	0	8	0	0	0
<i>Creative sector</i>	0	0	1	0	0	0
<i>European Union</i>	8	1	8	2	2	2
<i>EU</i>	19	0	6	0	1	1
Keywords in the sphere of "smart governance"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Governance</i>	1	0	3	4	2	0
<i>Management / administration / City management / city administrator/ city manager</i>	93	7	61	18	35	5
<i>Policy</i>	36	24	13	40	18	1
<i>Local elections</i>	0	0	0	0	0	0
<i>National elections</i>	0	0	0	0	0	0
<i>Volunteering</i>	6	0	0	1	0	0
<i>Volunteering sector</i>	0	0	0	0	0	0

<i>Nursery</i>	6	2	4	1	1	0
<i>Kindergarten</i>	65	4	7	6	2	2
<i>School</i>	15	0	10	0	2	3
<i>Schools</i>	3	5	19	12	4	8
<i>Transparency</i>	3	0	2	0	0	0
<i>Bureaucracy</i>	1	0	0	0	0	0
<i>Corruption</i>	0	0	0	0	0	0
Keywords in the sphere of "smart mobility"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Mobility</i>	10	1	5	18	4	1
<i>Accessibility (local)</i>	33	6	19	32	12	6
<i>Accessibility (international)</i>	1	0	4	2	3	0
<i>Public / shared transport</i>	45	8	26	43	15	5
<i>Computers in households</i>	0	0	0	0	1	0
<i>Wifi</i>	0	0	1	1	0	0
<i>Internet / on-line</i>	12	0	19	4	4	0
<i>Broadband / "high-speed internet"</i>	1	0	5	1	1	0
<i>Non-motorized / green transport</i>	0	0	0	15	4	0
<i>Traffic</i>	55	20	98	57	81	16
Keywords in the sphere of "smart environment"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Environment (natural environment)</i>	33	45	138	108	36	15
<i>Green spaces</i>	109	72	106	86	78	25
<i>Pollution (air pollution)</i>	10	44	38	12	29	18
<i>Environment protection</i>	35	15	32	35	35	3
<i>Water consumption</i>	13	10	39	5	0	12
<i>Electricity consumption</i>	12	7	18	10	8	12



Energy consumption	5	6	49	6	10	3
Keywords in the sphere of "smart living"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Culture</i>	337	23	67	88	44	16
<i>Movie theaters (cinema)</i>	23	4	4	3	2	3
<i>Museums</i>	98	6	6	41	20	1
<i>Theaters</i>	60	15	19	9	1	3
<i>Health</i>	88	13	84	19	52	8
<i>Life expectancy</i>	0	0	0	0	1	0
<i>Hospitals</i>	10	13	46	5	32	20
<i>Health services</i>	22	0	6	3	13	1
<i>Criminality</i>	0	0	1	1	2	1
<i>Safety (public safety)</i>	7	1	1	17	22	8
<i>Habitation / Housing</i>	117	197	229	93	92	43
<i>Life quality</i>	9	0	6	2	5	1
<i>Tourism</i>	289	8	39	89	56	9
<i>Visitors</i>	8	0	0	0	1	0
<i>Tourists</i>	3	0	0	12	1	0
<i>Accommodation</i>	77	2	13	12	10	6
<i>Social cohesion / inclusion</i>	18	0	18	3	5	0
<i>Poverty</i>	8	1	2	2	1	1
Keywords in the field of tourism destination management						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Marketing (tourism marketing)</i>	18	0	1	2	1	1
<i>Promotion (tourism promotion)</i>	46	0	7	7	7	1
<i>Target markets (for tourism)</i>	8	0	0	0	0	0
<i>Satisfaction of visitors</i>	4	0	0	0	0	0
<i>Visitor experience</i>	4	0	0	1	0	0

<i>Services quality</i>	6	0	0	1	0	0
<i>Destination Management Organizations</i>	1	0	0	0	0	0
<i>Marketing Organizations / Centers / Information / Promotion of Destination</i>	1	0	0	1	0	0
<i>Development (tourism development)</i>	7	3	8	18	21	0
<i>Damage (generated by tourists)</i>	0	0	0	0	0	0
<i>Sustainable management</i>	4	9	6	2	9	0
<i>Sustainable Competitiveness</i>	30	0	2	0	1	1
Keywords in the physical-geographic sphere						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Nature</i>	320	96	98	119	117	57
<i>River</i>	110	49	153	115	72	1
<i>Rivers</i>	31	11	8	2	17	0
<i>Mountain</i>	3	0	0	35	3	0
<i>Mountains</i>	0	0	1	3	0	1
<i>Hills</i>	4	2	122	9	17	21
<i>Climate</i>	52	11	46	24	12	22
<i>Weather</i>	17	14	18	4	7	9
<i>Landscape (natural landscape)</i>	14	4	15	15	2	0
<i>Forest</i>	9	5	57	22	8	8
<i>Forests</i>	50	13	38	17	19	27
<i>Bushes</i>	3	0	0	0	0	0
<i>Sea</i>	0	0	0	0	0	0
<i>seaside</i>	4	0	0	0	0	0
<i>Beach</i>	3	0	2	1	0	0
<i>Beaches</i>	3	1	0	0	0	0
<i>Lake</i>	74	5	17	40	3	2

<i>Lakes</i>	54	6	28	9	7	5
Keywords in the sphere of culture and history						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>History</i>	4	158	126	7	7	8
<i>Patrimony</i>	10	23	36	26	25	1
<i>Local traditions</i>	20	7	0	4	13	1
<i>Unique frame</i>	0	0	0	0	0	0
<i>Unique location / unique places</i>	1	0	0	1	0	0
<i>Lifestyle (local lifestyle)</i>	3	0	1	1	2	1
Keywords in the sphere of market ties						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Friends and relatives visiting</i>	0	0	1	0	0	0
<i>Business connections (with other countries / regions)</i>	0	0	0	0	1	0
<i>Links (with countries / regions from which tourists come)</i>	1	0	2	0	0	0
Keywords in the sphere of activities						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Tours (guided tours)</i>	0	0	0	0	0	0
<i>Self-guided tours (tourism tours)</i>	0	0	0	0	0	0
<i>(arranged ) Tourist routes</i>	13	0	6	18	2	0
<i>Digital (tourist) routes / on-line</i>	3	0	0	0	0	0
<i>Shopping</i>	2	0	2	0	2	0
<i>Food / Gastronomy / Public Nutrition</i>	16	2	0	5	4	0
<i>Gastronomic / wine tasting</i>	0	0	0	0	0	0
<i>Workshops/ seminars</i>	31	2	2	1	0	0

<i>Sports</i>	211	12	36	58	22	11
<i>Dance</i>	7	0	0	1	0	0
<i>Beverages</i>	1	1	2	3	2	0
Keywords in the sphere of special events						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Festivals</i>	59	0	0	11	2	0
<i>Events</i>	64	1	6	11	8	0
<i>Exhibitions</i>	29	0	15	7	3	0
<i>Sports competitions / championships</i>	15	0	1	0	0	0
<i>Conferences</i>	26	1	8	3	1	0
Keywords in the sphere of tourism superstructure						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Hotels</i>	84	4	14	20	27	9
<i>Pensions</i>	7	0	8	17	13	1
<i>Accommodation for visitors</i>	2	0	0	0	0	0
<i>Accommodation units / tourist accommodation</i>	47	2	5	12	10	1
<i>Restaurants</i>	27	0	7	20	21	8
<i>Coffee shops</i>	7	0	0	7	0	1
<i>Bars / Pubs</i>	1	0	3	11	0	2
<i>Clubs / discos</i>	4	3	3	3	0	3
<i>Museums</i>	98	6	6	41	20	1
<i>Castles / Fortresses</i>	0	0	0	26	17	1
<i>Historic / old center</i>	0	40	29	13	14	0
<i>Architecture</i>	23	30	34	45	19	4

<i>Palaces</i>	7	0	51	4	2	2
<i>Churches / Monasteries</i>	22	16	53	108	103	4
<i>Cathedrals</i>	12	0	6	1	1	0
<i>Heritage Sites / Buildings / heritage monuments (built)</i>	22	35	164	22	60	11
<i>Walls (of cities)</i>	0	0	0	3	3	1

## II. Quantification of the keywords proposed by the consultant

The results of keyword search <sup>1</sup>						
Keyword	Number of keyword entries in the analyzed document					
Keywords in the sphere of social factors						
	BC	BT	IS	NT	SV	VS
Demographic decline / population decline	16	2	6	14	26	9
Population aging	1	1	11	4	10	2
Internal migration	6	1	5	4	14	4
External migration	16	0	1	4	1	1
Disadvantaged / marginalized communities / groups	12	0	3	8	1	0
Behavior	6	0	2	1	2	1
Civil Society / NGO	9	1	2	1	1	0
Awareness	0	0	7	4	2	0

<sup>1</sup> The proposed keywords will be quantified at the level of the analyzed documents only in the context in which they represent barriers to the development of the location (city) and the selected site at its level, whether or not they have a negative prefix. For example, the word "eligibility" will be quantified only in the context in which it negatively affects development, e.g. "... Investment in leisure infrastructure shall not be eligible for financing..."; Similarly, the keyword "notification" will only be quantified in a negative context, e.g. "... long time to get the opinions and notifications".



Keywords in the sphere of political and administrative factors						
	BC	BT	IS	NT	SV	VS
<i>Political will</i>	0	0	0	2	9	0
<i>Bureaucracy</i>	1	0	0	0	0	0
<i>Notifications / agreements</i>	14	3	4	2	3	1
<i>Fund</i>	24	3	5	1	1	0
<i>Resources (human / financial resources)</i>	3	3	13	4	11	21
<i>Financing sources</i>	7	2	4	4	1	0
<i>Eligibility</i>	1	0	2	0	0	0
<i>Negligence</i>	5	0	2	1	0	0
<i>Lack of interest / disinterest</i>	3	1	2	0	0	3
<i>Public-Private Partnership / PPP</i>	1	1	1	9	4	0
<i>Poor capitalization / valorization</i>	3	2	13	0	3	8
<i>Delay</i>	0	0	1	0	0	0
<i>Strategic planning</i>	4	4	2	0	2	0
<i>Territorial Planning / GUP</i>	3	1	4	2	7	3
Keywords in the sphere of physico-geographic factors						
	BC	BT	IS	NT	SV	VS
<i>Risks / hazards / calamities / disasters</i>	47	45	109	32	16	22
<i>Geographical position / periphery</i>	31	5	27	3	11	5
<i>Accessibility / Connectivity</i>	5	0	7	1	5	3
<i>Distance</i>	2	1	2	2	2	0
<i>Isolation</i>	6	2	9	0	2	7

<i>Exposure</i>	4	17	10	4	1	5
Keywords in the sphere of business environment						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Foreign investments</i>	30	0	0	1	5	1
<i>Insolvency</i>	0	0	0	0	1	0
<i>Bankruptcy / Restructuring</i>	18	2	12	6	16	4
<i>Support infrastructure for business and innovation</i>	4	0	4	5	2	1
<i>Clusters</i>	1	0	0	0	1	0
<i>Labor shortage</i>	4	0	0	5	0	1
<i>Skills / qualification</i>	36	4	3	8	2	4
<i>Educational offer</i>	2	0	0	1	0	0
<i>Technical and professional education</i>	46	0	6	18	8	4
Keywords in the sphere of legal constraints						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Property</i>	7	7	6	3	12	5
<i>Administration</i>	11	2	1	7	8	0
<i>Public procurement</i>	0	2	1	3	1	0
<i>Legislation / Legal Framework</i>	12	3	5	6	5	1
<i>Retrocession</i>	0	3	2	0	3	1
<i>(legal) Processes</i>	0	0	0	0	0	0
Keywords in the sphere of technological infrastructure						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>

<i>Research-Development-Innovation / RDI</i>	12	0	1	2	2	0
<i>Technological transfer</i>	8	0	1	0	0	0
<i>Technological information</i>	0	0	0	0	0	0
<i>Computerization / digitization</i>	0	2	3	2	1	1
<i>Technologies</i>	22	18	16	2	5	6
<i>Roads</i>	10	4	6	5	5	4
<i>Streets</i>	41	14	19	13	24	18
<i>Parking lots</i>	29	5	26	30	13	2
<i>Bicycle tracks</i>	4	0	7	8	6	1
<i>Pedestrian areas</i>	22	6	19	23	15	1
<i>Auto fleet</i>	8	2	3	1	5	1
<i>Public lighting</i>	19	0	3	11	21	3
<i>Air cables</i>	4	7	3	11	4	3
Keywords in the field of competing destinations						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Polarization</i>	1	0	2	1	2	3
<i>Competition</i>	0	0	1	1	3	0
<i>Attractiveness</i>	5	0	8	13	4	2
Keywords in the sphere of visitors' expectations						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Satisfaction / dissatisfaction</i>	1	0	0	0	1	0
<i>Length of stay</i>	3	0	1	3	0	0
<i>Expectations</i>	0	0	0	0	0	0
<i>Tourist information</i>	13	1	1	1	1	0
<i>Tourist signage</i>	1	2	0	1	2	0

<i>Tourism offer</i>	3	0	2	1	1	0
<i>Tourist products</i>	10	0	1	2	0	0
<i>Tourist brand</i>	5	0	3	1	1	0
<i>Tourism fair</i>	8	0	0	2	2	0
<i>Attractions / Sights</i>	14	1	4	6	5	0
<i>Recreation</i>	54	7	21	40	7	7
Keywords in the sphere of environmental constraints						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
<i>Brownfield / abandoned sites / degraded areas</i>	11	5	27	19	6	3
<i>Polluted sites</i>	5	1	0	3	2	0
<i>Deficit of green spaces</i>	7	2	17	1	26	5
<i>Sound / noise pollution</i>	59	6	63	7	5	6
<i>Stray dogs</i>	1	0	0	0	0	0
<i>CO2 Emissions</i>	44	2	40	14	65	3
<i>Energetic efficiency</i>	3	0	6	18	4	1

## b) Benchmarking analysis at the level of integrated urban development strategies (IUDS)

The results of keyword search						
Keyword	Number of keyword entries in the analyzed document					
Keywords in the sphere of smart economy						
	BC	BT	IS	NT	SV	VS
Economy	176	200	386	447	339	162
Research	61	33	108	43	36	36
Knowledge economy	0	0	0	0	0	0
Self-employment / Physical (authorized)	0	3	1	2	21	9

Entrepreneurs	10	16	27	36	13	44
Companies / enterprises / SMEs	92	76	183	84	58	60
Work productivity	7	3	5	3	2	3
Unemployment	20	19	9	29	69	26
Employment / Labor force	39	61	65	26	81	40
International	32	16	127	29	28	9
Keywords in the sphere of "smart people"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
People	0	5	4	6	13	4
Community	86	91	123	45	119	86
Citizens	12	65	39	95	78	45
Education	69	106	151	248	144	84
Library	7	23	8	17	9	20
Foreign language	0	0	1	0	0	0
Foreign languages	1	0	2	3	0	0
Learning	5	93	3	20	18	99
Foreigners	13	21	7	10	5	40
Creative industries	4	0	35	1	0	1
Creative sector	0	0	7	0	0	0
European Union	8	12	18	22	17	9
EU	9	10	16	30	17	19
Keywords in the sphere of "smart governance"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Governance	0	18	2	12	3	18
Management / administration / City management / city administrator/ city manager	0	0	1	3	0	1
Policy	49	12	15	31	56	19
Local elections	0	0	0	3	0	0
National elections	0	0	0	0	0	0



Volunteering	3	4	2	8	2	4
Volunteering sector	0	0	0	0	0	0
Nursery	0	13	8	22	5	11
Kindergarten	11	34	39	132	27	29
School	72	32	25	197	147	34
Schools	9	95	25	117	26	21
Transparency	0	3	5	10	14	12
Bureaucracy	0	2	1	19	11	5
Corruption	0	0	2	1	3	13
Keywords in the sphere of "smart mobility"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Mobility	25	58	82	143	85	81
Accessibility (local)	0	18	21	96	49	26
Accessibility (international)	0	0	4	0	0	1
Public / shared transport	55	73	136	74	97	60
Computers in households	0	0	2	0	0	0
Wifi	0	0	1	0	0	0
Internet / on-line	1	17	26	10	27	23
Broadband / "high-speed internet"	0	2	3	3	2	2
Non-motorized / green transport	0	2	26	41	1	0
Traffic	33	74	98	154	111	82
Keywords in the sphere of "smart environment"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Environment (natural environment)	2	0	246	19	9	13
Green spaces	49	43	64	48	77	43
Pollution (air pollution)	1	7	7	7	5	8
Environment protection	6	23	9	27	31	13
Water consumption	2	3	1	4	2	2
Electricity consumption	0	0	0	0	0	0

Energy consumption	5	3	16	18	8	2
Keywords in the sphere of "smart living"						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Culture	123	147	93	261	156	97
Movie theaters (cinema)	5	8	11	15	12	7
Museums	10	36	74	53	5	12
Theaters	12	31	22	18	15	4
Health	44	57	69	172	111	46
Life expectancy	0	2	1	1	0	10
Hospitals	30	54	59	125	26	43
Health services	5	5	9	10	15	6
Criminality	0	10	4	0	3	2
Safety (public safety)	0	25	39	78	7	15
Habitation / Housing	213	174	220	143	145	131
Life quality	10	7	23	92	45	7
Tourism	32	36	101	182	111	77
Visitors	6	15	5	11	11	6
Tourists	4	26	37	81	28	18
Accommodation	10	15	28	53	26	15
Social cohesion / inclusion	13	3	7	7	29	34
Poverty	8	48	23	52	27	32
Keywords in the field of tourism destination management						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Marketing (tourism marketing)	0	0	8	9	0	0
Promotion (tourism promotion)	0	9	8	4	4	5
Target markets (for tourism)	0	0	0	0	0	0
Satisfaction of visitors	0	0	0	0	0	0
Visitor experience	0	0	2	0	0	0
Services quality	0	8	0	6	27	3

Destination Management Organizations	0	0	0	0	0	0
Marketing Organizations / Centers / Information / Promotion of Destination	0	0	3	0	4	1
Development (tourism development)	3	6	8	7	15	2
Damage (generated by tourists)	0	0	0	0	0	0
Sustainable management	0	0	0	1	0	0
Sustainable Competitiveness	0	0	0	0	0	0
Keywords in the physical-geographic sphere						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Nature	52	8	17	34	56	85
River	46	11	3	85	42	26
Rivers	7	3	42	16	1	7
Mountain	2	0	1	91	2	2
Mountains	3	0	0	20	0	0
Hills	0	16	20	97	12	23
Climate	24	45	40	53	50	64
Weather	0	0	1	2	0	0
Landscape (natural landscape)	0	7	5	2	1	0
Forest	3	8	31	20	18	22
Forests	8	4	30	24	4	36
Bushes	1	0	0	0	0	0
Sea	0	0	0	0	0	0
seaside	0	0	0	1	0	0
Beach	0	1	3	0	0	1
Beaches	0	0	0	0	0	0
Lake	8	7	18	60	1	2
Lakes	0	3	8	15	0	6
Keywords in the sphere of culture and history						

	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
History	43	107	30	104	50	15
Patrimony	28	50	94	53	46	32
Local traditions	10	25	5	26	26	11
Unique frame	0	0	10	0	0	0
Unique location / unique places	0	0	0	0	0	0
Lifestyle (local lifestyle)	3	1	0	10	1	0
Keywords in the sphere of market ties						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Friends and relatives visiting	0	0	0	1	0	0
Business connections (with other countries / regions)	0	0	0	0	0	0
Links (with countries / regions from which tourists come)	0	13	0	0	6	15
Keywords in the sphere of activities						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Tours (guided tours)	0	0	0	0	0	0
Self-guided tours (tourism tours)	0	0	0	0	0	0
(arranged ) Tourist routes	0	16	84	0	0	8
Digital (tourist) routes / on-line	0	0	1	0	0	0
Shopping	1	0	2	6	7	1
Food / Gastronomy / Public Nutrition	4	6	11	11	5	4
Gastronomic / wine tasting	0	0	0	0	0	0
Workshops/ seminars	8	0	8	0	2	0
Sports	50	83	60	128	27	85
Dance	1	2	1	1	4	4
Beverages	3	3	2	1	0	1
Keywords in the sphere of special events						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>

Festivals	17	7	34	24	12	5
Events	42	18	88	48	30	14
Exhibitions	7	6	9	12	16	3
Sports competitions / championships	1	1	1	0	0	1
Conferences	12	6	8	3	6	0
Keywords in the sphere of tourism superstructure						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Hotels	16	11	18	46	23	11
Pensions	1	3	1	14	5	17
Accommodation for visitors	0	0	27	0	25	0
Accommodation units / tourist accommodation	0	9	0	5	2	10
Restaurants	12	4	9	29	11	5
Coffee shops	0	1	1	1	1	0
Bars / Pubs	0	1	4	3/0	1	0
Clubs / discos	6	9	1	2/0	5	34
Museums	4	13	77	53	30	3
Castles / Fortresses	2	0	0	39	24	0
Historic / old center	14	51	6	10	3	1
Architecture	2	17	30	36	14	5
Palaces	3	4	37	13	0	9
Churches / Monasteries	9	44	73	97	38	13
Cathedrals	6	0	7	1	1	0
Heritage Sites / Buildings / heritage monuments (built)	3	7	3	22	10	3
Walls (of cities)	1	0	2	4	1	0



## II. Quantification of the keywords proposed by the consultant

The results of keyword search <sup>2</sup>						
Keyword	Number of keyword entries in the analyzed document					
Keywords in the sphere of social factors						
	BC	BT	IS	NT	SV	VS
Demographic decline / population decline	3	6	5	2	2	7
Population aging	1	10	30	1	17	13
Internal migration	1	11	6	0	3	14
External migration	9	26	4	2	12	20
Disadvantaged / marginalized communities / groups	22	75	34	57	54	49
Behavior	0	2	4	11	3	1
Civil Society / NGO	8	12	22	64	39	13
Awareness	2	5	9	34	7	5
Keywords in the sphere of political and administrative factors						
	BC	BT	IS	NT	SV	VS
Political will	0	0	0	0	0	0
Bureaucracy	0	2	1	19	2	5
Notifications / agreements	9	17	12	20	16	8
Fund	26	83	135	110	69	93
Resources (human / financial resources)	5	26	5	61	64	30

<sup>2</sup> The proposed keywords will be quantified at the level of the analyzed documents only in the context in which they represent barriers to the development of the location (city) and the selected site at its level, whether or not they have a negative prefix. For example, the word "eligibility" will be quantified only in the context in which it negatively affects development, e.g. "... Investment in leisure infrastructure shall not be eligible for financing..."; Similarly, the keyword "notification" will only be quantified in a negative context, e.g. "... long time to get the opinions and notifications".

Financing sources	3	7	85	71	11	6
Eligibility	0	6	6	39	2	8
Negligence	0	8	7	0	3	0
Lack of interest / disinterest	0	0	0	2	0	0
Public-Private Partnership / PPP	0	8	45	5	5	5
Poor capitalization / valorization	1	0	7	0	5	0
Delay	0	1	0	0	0	2
Strategic planning	0	8	0	10	7	9
Territorial Planning / GUP	12	10	2	22	35	11
Keywords in the sphere of physico-geographic factors						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Risks / hazards / calamities / disasters	31	42	33	12	47	59
Geographical position / periphery	1	5	19	14	7	2
Accessibility / Connectivity	33	20	39	128	66	30
Distance	5	19	12	33	10	14
Isolation	0	1	1	3	2	0
Exposure	0	4	3	0	0	2
Keywords in the sphere of business environment						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Foreign investments	3	9	1	0	0	13
Insolvency	1	0	0	1	1	0
Bankruptcy / Restructuring	0	0	0	0	0	0
Support infrastructure for business and innovation	1	0	42	1	0	2
Clusters	3	19	48	5	4	19
Labor shortage	2	2	7	0	0	1

Skills / qualification	16	41	20	36	48	31
Educational offer	1	9	3	1	5	3
Technical and professional education	15	9	6	10	4	9
Keywords in the sphere of legal constraints						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Property	27	50	9	129	47	20
Administration	2	11	11	197	29	3
Public procurement	0	11	4	5	6	11
Legislation / Legal Framework	5	21	16	22	28	13
Retrocession	0	0	1	0	0	1
(legal) Processes	0	0	0	0	0	0
Keywords in the sphere of technological infrastructure						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Research-Development-Innovation / RDI	5	11	23	9	4	9
Technological transfer	7	6	16	5	2	18
Technological information	1	0	9	0	0	0
Computerization / digitization	0	17	3	5	3	1
Technologies	5	27	20	80	48	38
Roads	26	35	60	80	36	82
Streets	54	64	98	62	93	43
Parking lots	33	43	72	156	61	24
Bicycle tracks	0	7	14	36	6	5
Pedestrian areas	6	15	2	14	3	3
Auto fleet	0	3	0	0	1	10
Public lighting	7	31	42	55	18	33

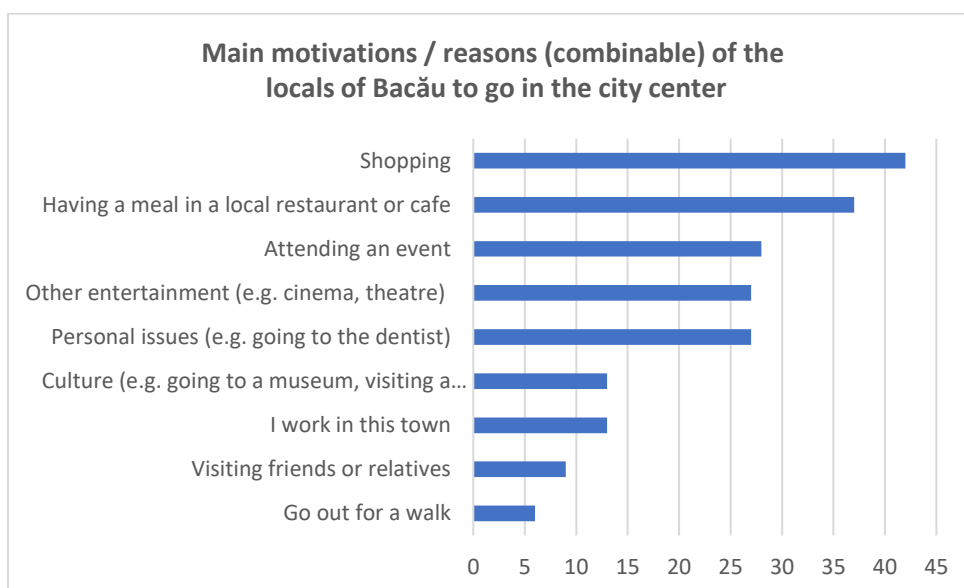
Air cables	0	6	0	0	0	2
Keywords in the field of competing destinations						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Polarization	3	9	1	1	5	11
Competition	28	52	14	1	43	49
Attractiveness	12	52	30	19	26	14
Keywords in the sphere of visitors' expectations						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Satisfaction / dissatisfaction	0	0	53	0	0	0
Length of stay	0	2	2	0	0	0
Expectations	0	0	0	0	0	0
Tourist information	0	0	3	14	4	0
Tourist signage	0	5	1	0	0	0
Tourism offer	0	5	2	9	0	0
Tourist products	0	0	1	5	0	0
Tourist brand	2	5	14	2	1	0
Tourism fair	0	0	0	0	0	0
Attractions / Sights	0	3	10	23	19	2
Recreation	39	20	98	51	35	26
Keywords in the sphere of environmental constraints						
	<b>BC</b>	<b>BT</b>	<b>IS</b>	<b>NT</b>	<b>SV</b>	<b>VS</b>
Brownfield / abandoned sites / degraded areas	27	16	22	1	1	18
Polluted sites	0	0	0	2	1	0
Deficit of green spaces	0	1	0	0	0	5
Sound / noise pollution	19	14	36	30	3	13
Stray dogs	0	1	1	0	9	3
CO2 Emissions	16	31	52	0	15	27
Energetic efficiency	6	37	7	155	56	24

## Chapter III. Survey based qualitative study

### Municipality of Bacău

The main findings of the survey applied to 90 residents, 50 tourists and 12 SME managers in the center of Bacău city:

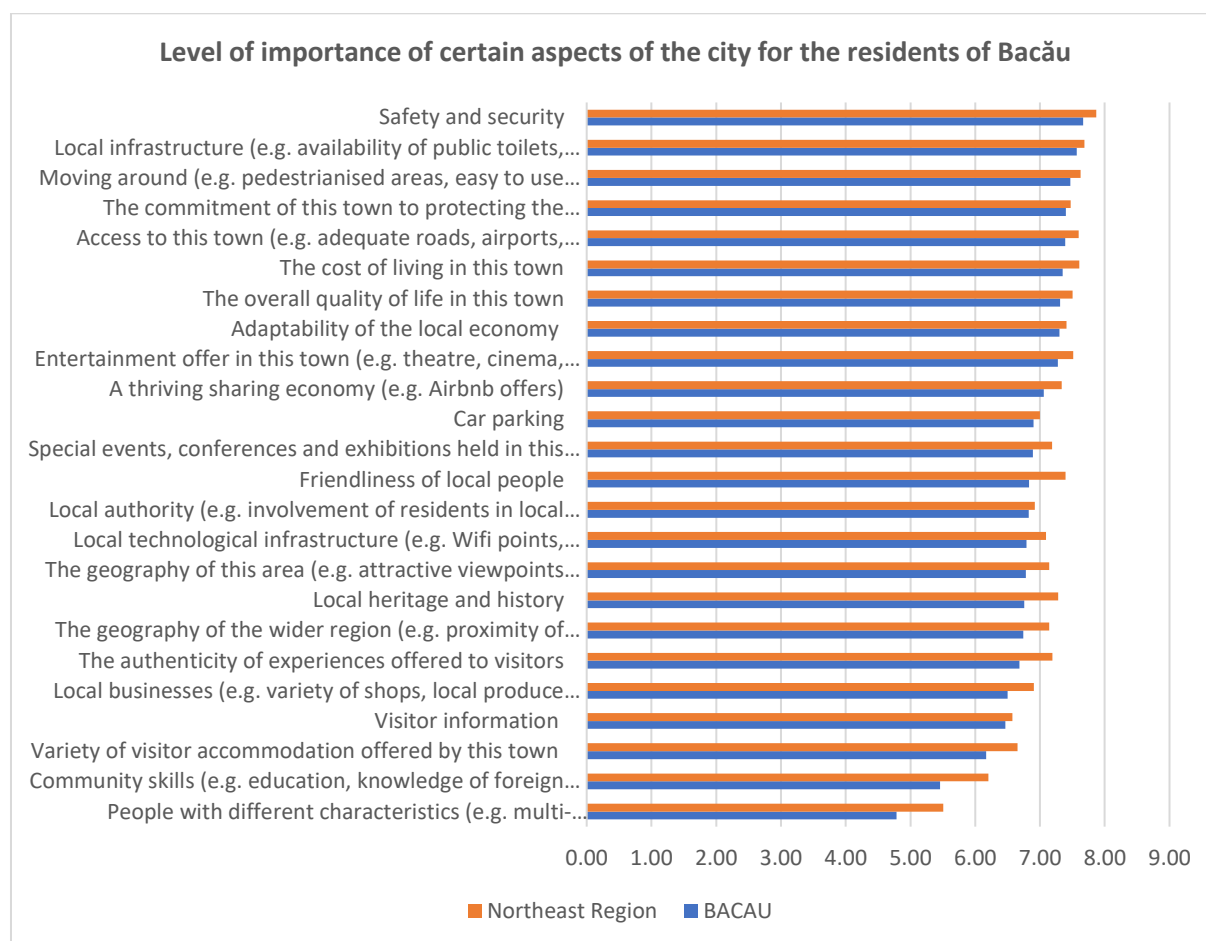
- Residents in Bacău generally offer great importance to all aspects of their city. In the regional survey, the inhabitants attributed scores close to the average of the county seat cities in the North-East Region. With few exceptions, the hierarchy of problems of the Bacău inhabitants overlaps the problems hierarchy of the big cities inhabitants in the region;
- In Bacău, 45% of the interviewed locals go to the center daily and 38% go to the center at least once a week, which shows their close connection with the old urban pedestrian area; Instead, when talking about the average time spent in the center, it does not exceed the average of 1.5-2 hours / day, rather small, and visitors spend about 2.5 hours. The reduced stay is due to the limited current capacity of the city center to keep people longer, in the absence of a generous calendar of repetitive and predictable cultural activities.



- Locals go to the city center mostly for shopping and dining or socializing in cafes and bars located in the central area. The following cumulative reasons are participation in various events, entertainment and personal issues (work, dental, other services) and secondary leisure (attending events, entertainment from the central area, going to the restaurant, walk in the park etc.)
- Safety and security are on the first places in the options of the inhabitants. This shows a high perception of urban issues.



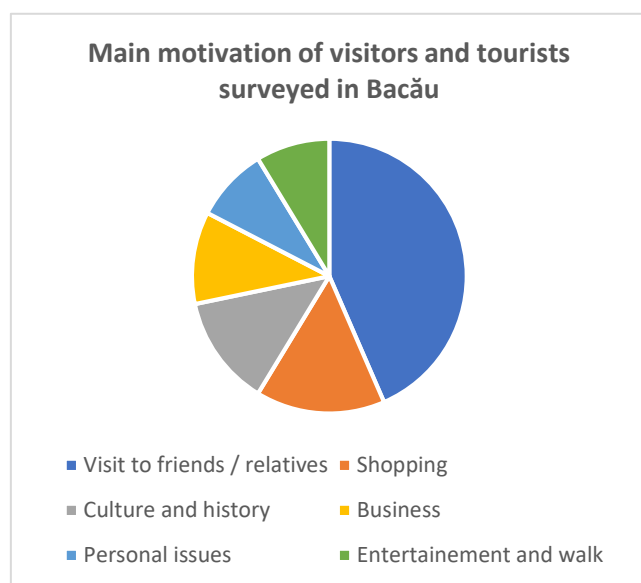
- The main problems faced by Bacău inhabitants are local infrastructure, mobility, accessibility, parking places, these being also related to the role of main hub within the region and the role of important airport hub.
- Elements related to the cost of living and quality of life, concerns about the quality of the environment and the level of local economy performance (economic adaptability, collaborative economy etc.) are the next in the top importance.
- Residents have also attached great importance to entertainment, special events, city services, the empathy of local people towards foreigners and tourists' experiences. However, they do not consider the cultural diversity of the community, the local people's skills or the variety of types of accommodation offered by the city as important, which shows that the locals do not really understand the benefits of tourism for their city.



Tourists stay an average of 2 days in Bacău, a length of stay similar to the regional one, but still small for the special position of the city within the region;

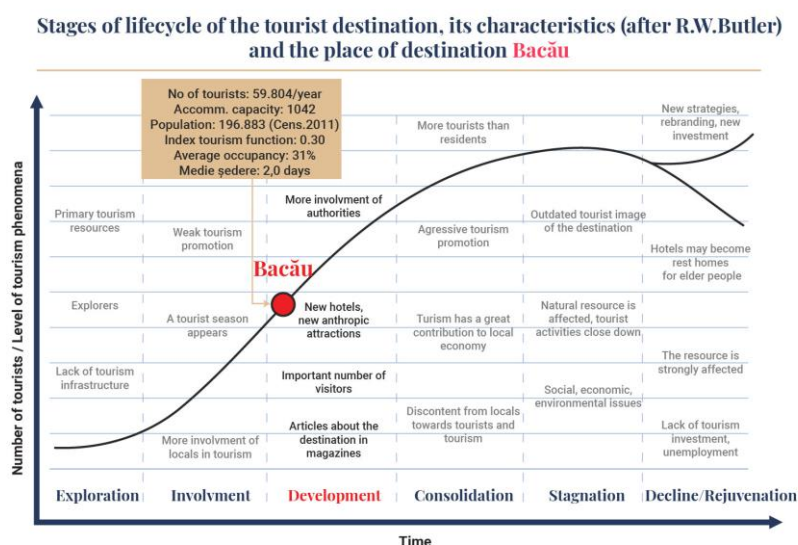
The number of tourists accommodated in Bacău has reached a historic maximum in 2016 (59,804) and the evolution is surprising for the last statistical year observed. From an annual growth rate of 10% in the last 5 years, 2016 registered a record of 20% increase over 2015, which shows excellent tourism development potential in the coming period.

The main motivation of Bacău visitors (interviewed between August and September 2017) is the meeting with friends or relatives (43%), shopping in the county's urban center (15%), visiting cultural-historical attractions (13%), business (11%), solving personal problems, fun and walking (9%) etc. Much of the visitors are from the county and spend part of the day in town.



From the point of view of the tourism development, the observed indicators place the Bacău tourist destination at the beginning of the **development** stage within the Tourist Destination Life Cycle. This position is given by the relatively high number of tourists but still insufficient in relation to the city population (a ratio of 0.30 to 1 among tourists and residents), the satisfactory occupancy rate of accommodation structures (31%, above the 30% threshold retained as a minimum for a hotel business to be profitable), increased involvement of public authorities (there is a tourism office

involved in the development of tourism but unfortunately without being opened to visitors), the emergence of new top level hotels and restaurants and new attractions to the Magura area etc.



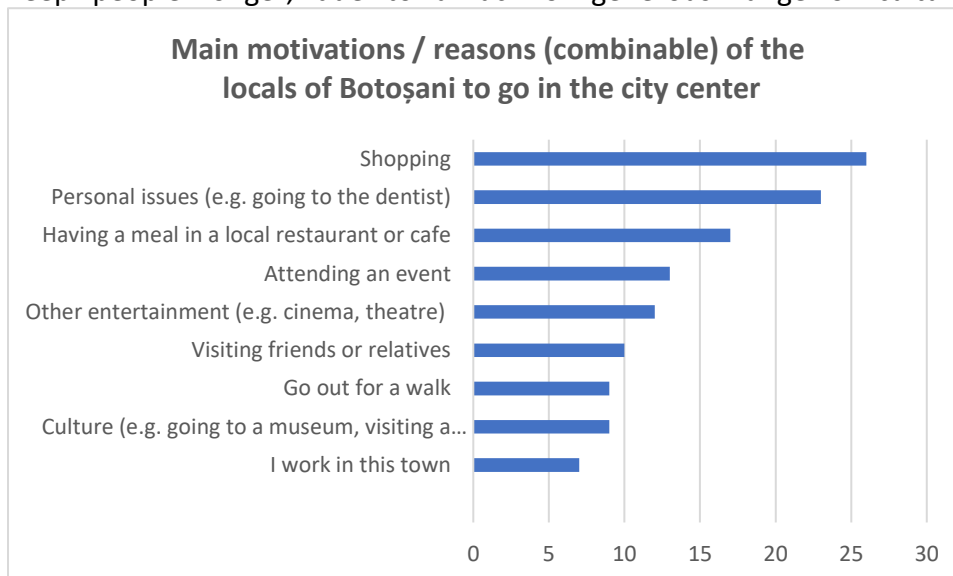
Traffic at George Enescu International Airport has seen a significant increase in the period 2007-2012, when the city became the largest regional hub. Completing the modernization process at Iași Airport in 2013 meant

transferring flights to it, slowing down the pace of growth in Bacău Airport, and by 2014 Iași became the largest airport in the region.

## Municipality of Botoșani

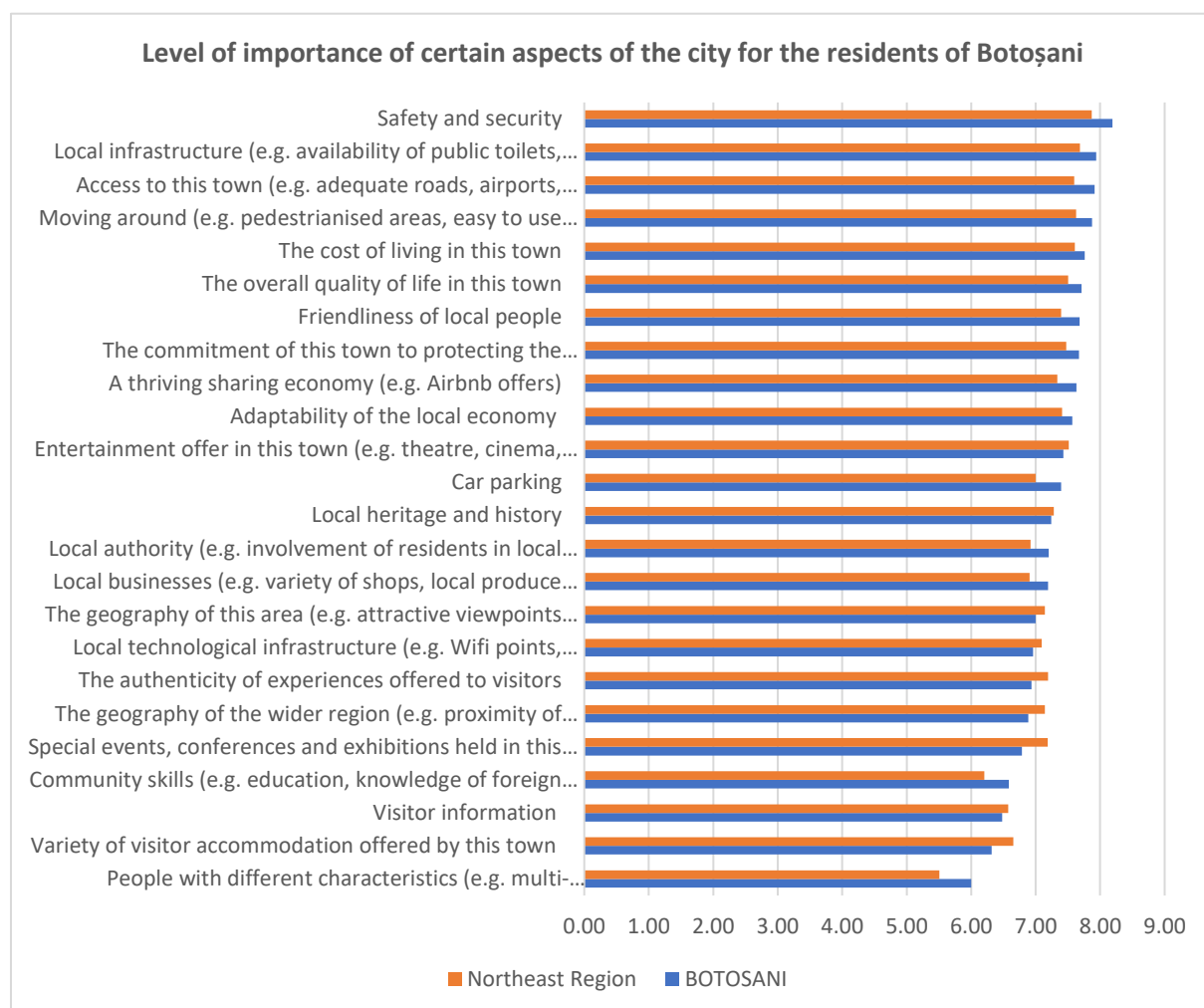
The main conclusions of the survey applied on a sample of 56 residents, 30 tourists and 8 SMEs managers in the city center of Botoșani:

- Residents in Botoșani generally attach great importance to all aspects of the city, over the average of the county seat cities of the North-East Region, with few exceptions, which shows a high general involvement of the inhabitants in the city life. The main problems faced by the inhabitants are similar to the problems of the big cities in the region.
- About 50% of the locals go to the center daily and about 25% go to the center once a week, which shows their close connection with the city center; they spend in the center an average of 2 hours / day, compared to visitors who spend about 3 hours. The stay is relatively small and is due to the limited current capacity of the city center to keep people longer, due to a lack of generous range of cultural activities.



- Locals go to the city center generally for personal issues (shopping, dentist, services) and secondary for leisure activities (eating or attending events, having fun or walking). Cultural visits of locals are rare.
- Safety and security are a great need for locals and SME managers, which means there is an acute perception of proximity. Enlightenment of all secondary streets and interstitial spaces between collective housing, reinstalling a surveillance system (as well as the relocation of some public order institutions such as the Local Police and the Gendarmerie) are essential to ensure a climate of increased safety and trust for the inhabitants.
- Residents of Botoșani city put the infrastructure, accessibility and mobility in the city on the first place, along with the parking places, and these needs are more acute than the cities of similar importance in the region. It follows, in the hierarchy of needs, the cost and quality of life.

- The elements that contribute to the tourist attractiveness are less important for the locals, the marks given being somewhat smaller
- Collaborative economy is important for locals who have a direct relationship with small producers in the rural area of Botoșani County. At the same time, some managers and store owners in the city center see it as a potential threat to their business.



- The number of tourists accommodated in the city reached a historic maximum in 2016 (33,470) but the evolution is still very slow for the past 6 years. Tourists do not stay more than 1.9 days in town



The main motivation of the interviewed visitors of Botoșani (between August and September 2017) was the meeting of relatives or friends (30%), businesses (23%), shopping (17%), personal problems (10%), cultural tourism (10%) or walking (10%) etc. Most visitors are only present during the day to solve personal problems, businesses or shopping in the city's shopping centers.

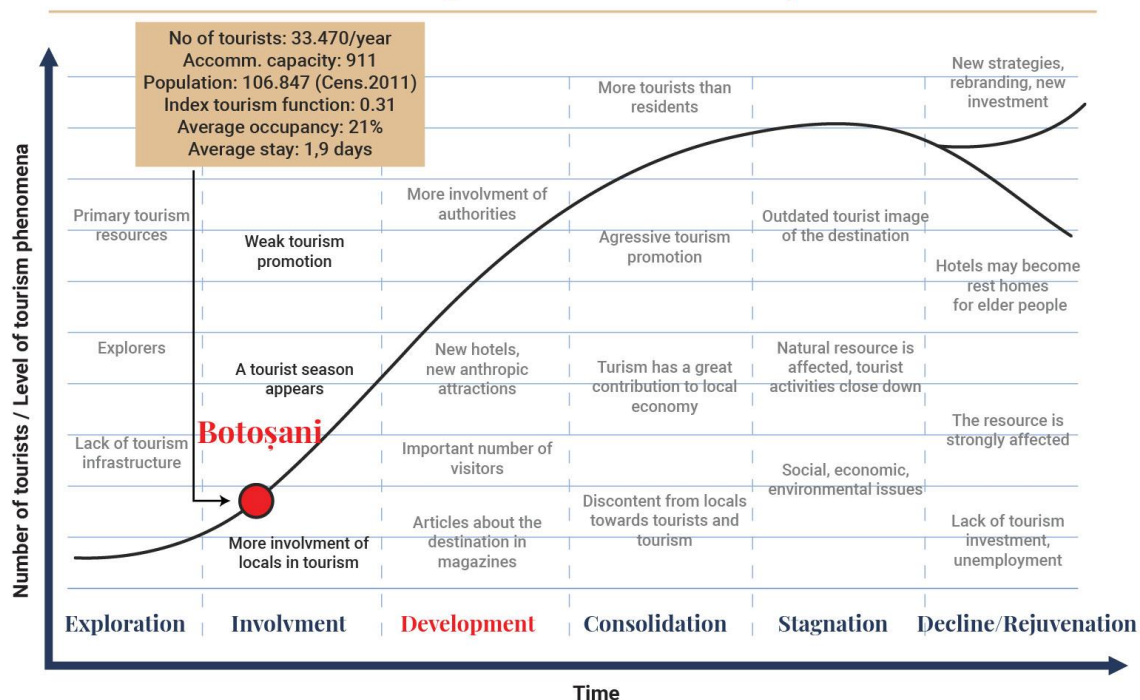
From the point of view of the tourism development evolution, the observed indicators place Botoșani tourist destination in the stage of Involvement within the Tourist Destination Life Cycle.

This is due to the relatively low number

of tourists (a ratio of 0.31 to 1 among tourists and residents), the unsatisfactory occupancy rate of accommodation facilities (21%, below the 30% threshold being set as the minimum for a hotel business to be profitable), a limited degree of involvement of public authorities (however there is an Active Tourist Information Center without promotional powers), the appearance of new hostels, the increased traffic at the Suceava-Salcea airport Botoșani benefiting also from it. The increase pace of the tourist arrivals in the period 2015-2016 was 13% compared to 9% in 2014-2015 and the perspectives are positive.



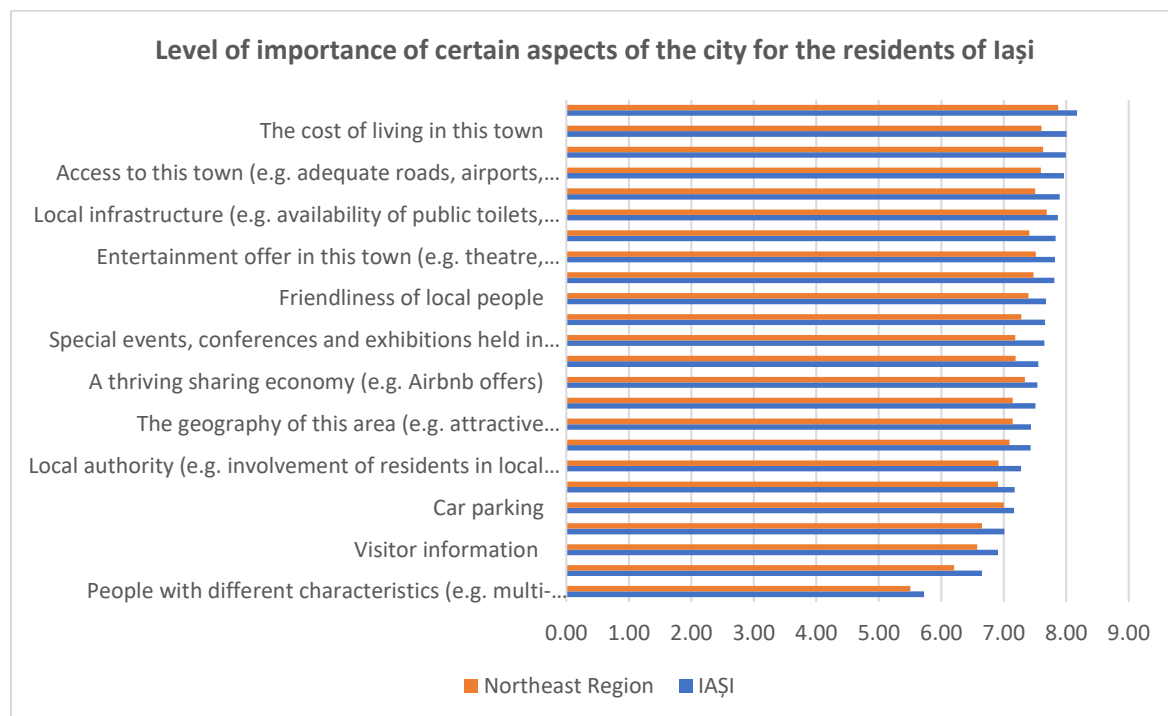
## Stages of lifecycle of the tourist destination, its characteristics (after R.W.Butler) and the place of destination **Botoșani**



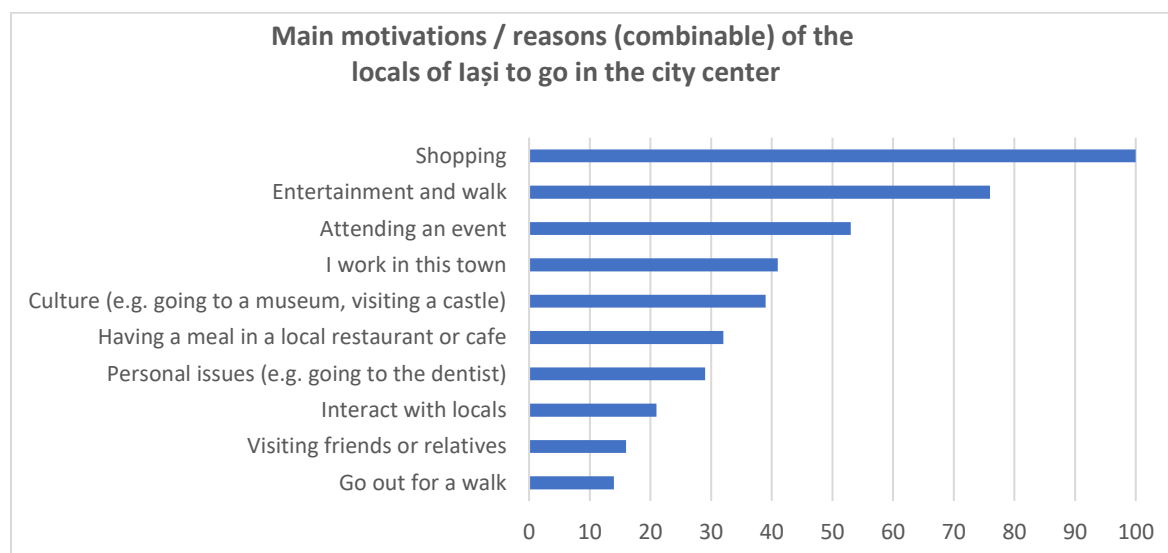
## Municipality of Iași

The main findings of the survey applied to 220 residents, 227 tourists and 29 SME managers in the city center:

- Residents in Iași generally attach great importance to all aspects of the city, over the average of the county seat cities in the North-East Region, which shows a large general involvement of the inhabitants in the city life. The hierarchy of the problems of the inhabitants of Iași is similar to the problems hierarchy of the big cities in the region, which shows a certain homogeneity of the needs;
- More than two-thirds of locals go to the center daily or at least weekly, which shows a close connection with the old urban core; they spend an average of 2.5-3 hours per day on the center, compared to visitors who spend around 3.5-4 hours. Compared to the residents of the county seat cities of the region, the inhabitants of Iași remain with an extra 1h in the city on average. The relatively small stay is due to the limited current capacity of the city's historic center to keep people longer, in the absence of major investments in cultural-historical heritage and a limited palette of cultural activities.
- Locals go to the city center to solve personal problems, while tourists are mostly interested in business tourism and secondarily in cultural tourism.
- Safety and security are a great need for locals and SME managers, which means there is an acute perception of the proximity. Enlightenment of all secondary streets and interstitial spaces between buildings with collective housing is essential to ensure an increased climate of safety and trust for the inhabitants.
- Collaborative economy is not yet seen as a necessity for locals, on the other hand the full knowledge of the phenomenon is still low. At the same time business managers in the city center see it as a potential threat to their business
- There is a high perception of the need for mobility, accessibility and infrastructure.
- The concepts of "cost of living", "quality of life", elements related to the city's offer of activities are also on the first places in the preferences of the citizens.
- The tourists do not stay more than 2 nights in Iași; they prefer to stay in hotels (where hotels dominate the city's accommodation offer). However, an important category of visitors is accommodating at friends / relatives. The limited duration of stay can be extended by increasing the proportion of leisure, culture and health tourists in the city and by developing a range of events and specific infrastructure linked to annual flows.

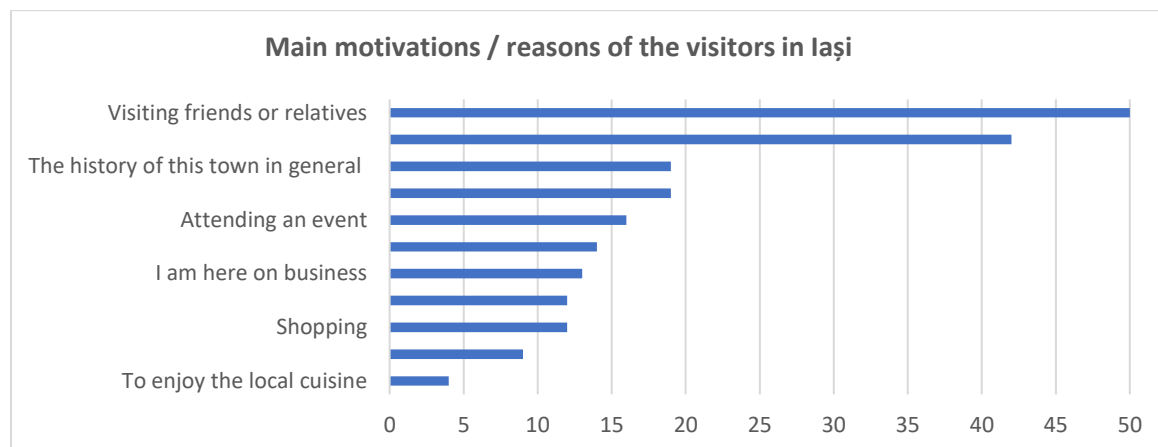


The effects of these local dysfunctions are felt at the level of tourist traffic. Although the number of tourists staying in the city reached a historic maximum in 2016 (nearly 275,000), it is only the 9th in the top tourist destinations in Romania, at a significant distance from similar cities (eg Timisoara, Cluj-Napoca) or even smaller (Sibiu), although in 2001 it was in front of Cluj and Sibiu. The share of foreign tourists remains relatively low (17%), as well as the average length of stay (1.8 nights / tourist, below the national and even regional average).



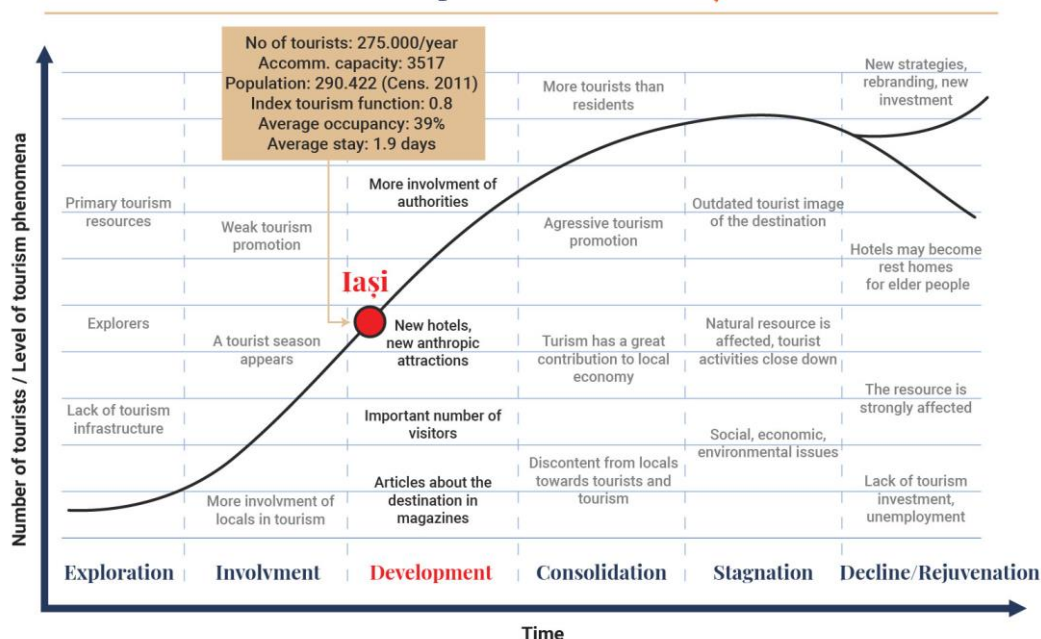
The main motivation of tourists' visits to Iași (interviewed between August and September 2017) is cultural tourism (in the form of the visit to some of the attractions, motivated by the desire to know the history, the cuisine or the locals) - about 30%. Business tourism occupies the same weight (in the form of business delegations, attending conferences or symposiums, or solving personal problems). About a quarter of respondents come to Iași during the

mentioned period to meet relatives or friends (social tourism), mostly linked to the diaspora visit (national or international) during the summer. The worst represented, as the main motivation, is recreational tourism (10%) represented by amusement, shopping activities etc.



From the point of view of the tourist development evolution, the observed indicators place the Iași tourist destination in the first part of the development cycle within the Destination Life Cycle. This position is given by the large number of tourists (a ratio of 0.8 between tourists and residents), the occupancy rate of accommodation above the national and regional average (39%, above the 30% threshold being kept as minimum for a hotel business to be profitable), the first place in the regional urban hierarchy and the 7th place in the national one, the increased involvement of the public authorities (eg the public tender for the elaboration of the Tourism Strategy), the emergence of new hotels and attractions initiated by the private sector, the mention of Iași in travel magazines or airlines etc. However, the increase pace of the tourist arrivals in the period 2016-2017 decreased to 7% compared to 22% between 2015-2016. This may indicate a stagnation in the attractiveness of the city, due to the lack of a well-drawn organizational framework and the absence of Iași destination at the tourism fairs in the past two years.

### Stages of lifecycle of the tourist destination, its characteristics (after R.W.Butler) and the place of destination Iași

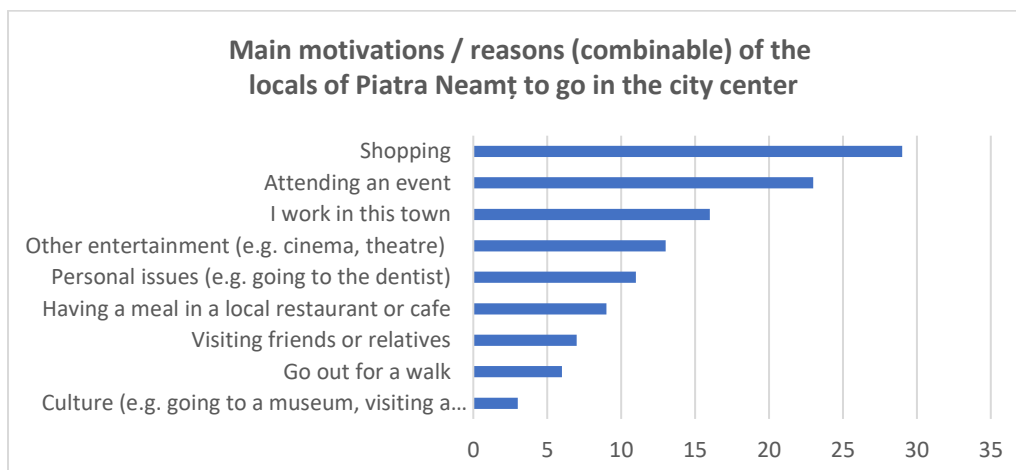


### Municipality of Piatra Neamț

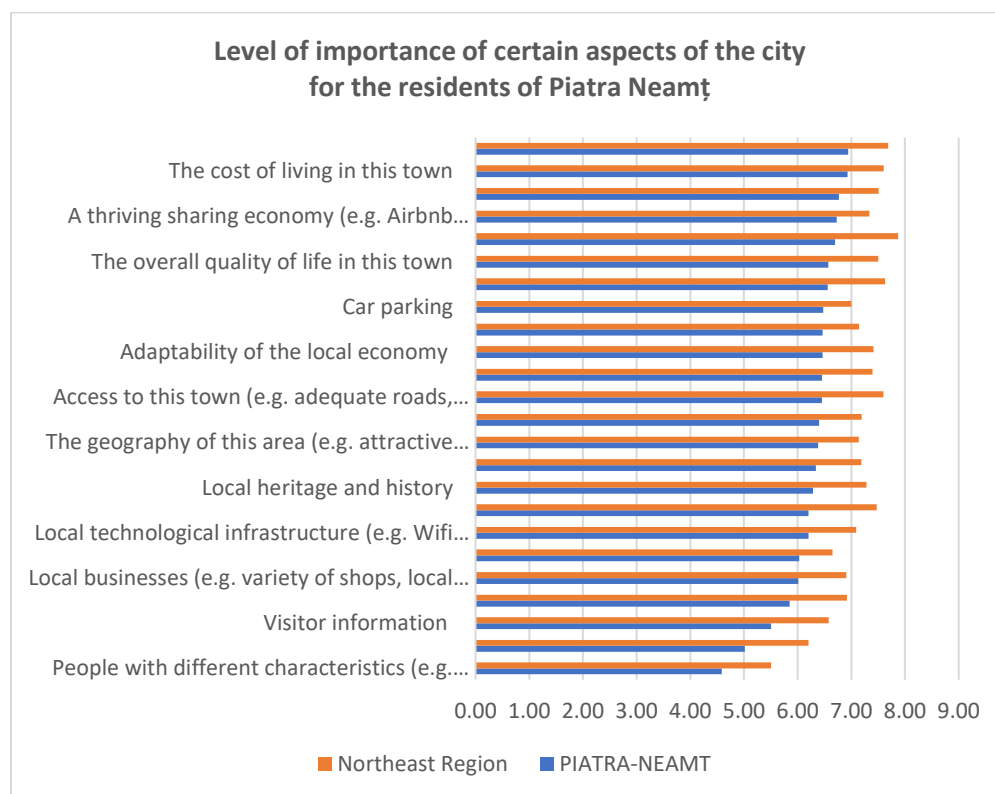
The main conclusions of the survey applied to 53 residents, 52 tourists and 8 SME managers in the center of Piatra Neamț:

- Residents in Piatra Neamț have generally given great importance to all aspects of their city. However, they have given lower marks than the average of the county seat cities in the North-East Region. With a few exceptions, the hierarchy of the inhabitants' problems in Piatra Neamț Municipality overlaps precisely the problems hierarchy of the big cities in the region, which shows that the problems of the city are similar to the regional problems;
- In Piatra Neamț, over 50% of the locals go to the center daily and 27% go to the center at least once a week, which shows their close connection with the urban core in the central area; they spend an average of 1.5-2 hours / day in the center, rather small, vis-à-vis visitors who spend about 2.5-3 hours. The reduced stay of residents is due to the limited current capacity of the city center to keep people longer, without a generous range of repetitive and predictable cultural activities.





- Local people go to the city center mostly to solve personal problems - shopping, work, dentist) and leisure time (attending events, entertainment in the central area, going to the restaurant, walking in the park etc.).
- The main problems faced by the inhabitants of Piatra Neamț are local infrastructure, accessibility and mobility. The following ones are the cost of living and the quality of life or the performance of the local economy.
- Since Piatra Neamț Municipality has been granted the status of National Tourist Resort, the inhabitants have given importance to aspects such as entertainment, the services provided by the city, the opening of the locals to the foreigners and the tourists' experiences.



### Main motivation of visitors and tourists surveyed in Piatra Neamț



- Culture and history
- Visit to friends / relatives
- Business
- Entertainment and walk
- Shopping
- Personal issues

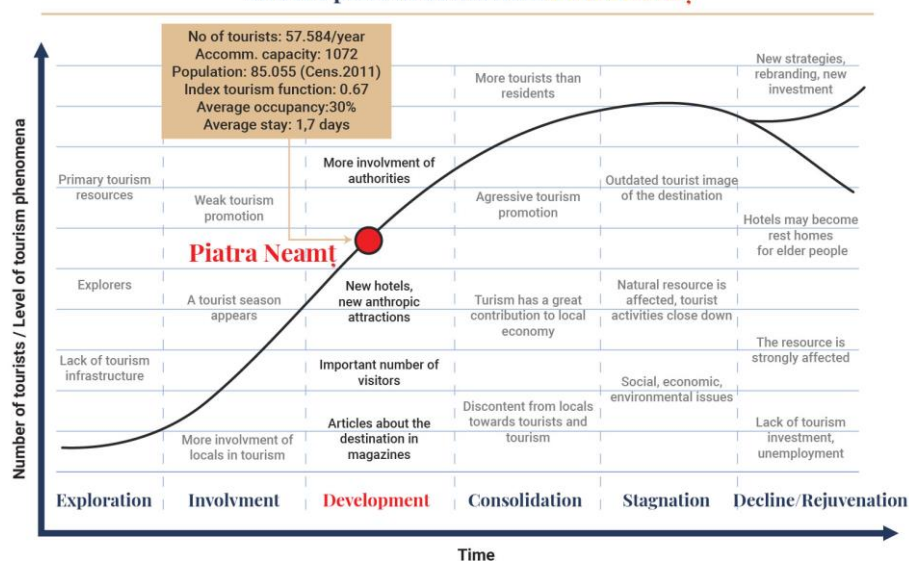
Tourists do not stay more than 1.7 nights in Piatra Neamț, a small stay if we take into account the cultural and leisure potential of the city and tourist area of Bistrita Valley in general;

The number of tourists accommodated in the city reached a historic maximum in 2016 (57,584), but the evolution remains slow and variable, despite obtaining the status of Tourist National Interest Resort.

The main motivation of tourists visiting Piatra Neamț (interviewed between August and September 2017) is cultural tourism (38%), meeting of relatives or friends (36%), business tourism (9%), walks and fun (9%), shopping and other personal issues (8%) etc.

From the point of view of the tourist development evolution, the observed indicators place Piatra Neamț tourist destination in the development stage within the Tourist Destination Life Cycle. This position is given by the relatively high number of tourists (a ratio of 0.67 to 1 among tourists and residents), the relatively satisfactory occupancy rate of accommodation (30%, the threshold being kept as minimum for a hotel business to be profitable), a higher involvement of public authorities (there is a City-manager involved in the development of tourism), the emergence of new hostels in the Bicaz area and the new attractions, the presence of specific tourist facilities of great size etc. The increase pace of the tourist arrivals in the 2015-2016 period is of 10%, and has been steadily sustained over the last 5 years, but the city has barely managed to recover the level of 2007 arrivals. This may indicate a stagnation in the city's level of attractiveness or a strong regional / national competition that the city has not taken into account.

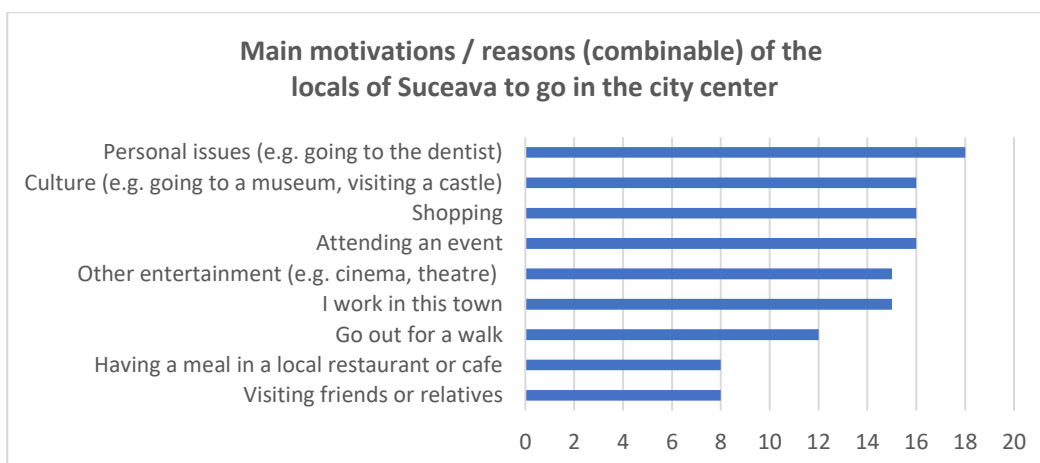
### Stages of lifecycle of the tourist destination, its characteristics (after R.W.Butler) and the place of destination **Piatra Neamț**



## Municipality of Suceava

The main findings of the survey applied to 53 residents, 90 tourists and 9 SME managers in the center of the city of Suceava:

- Residents in Suceava generally attach great importance to all aspects of the city, generally above the average of the county seat cities in the North-East Region, which shows a large general involvement of the inhabitants in the city life. The hierarchy of Suceava inhabitants' problems does not overlap precisely with the hierarchy of the problems of the big cities in the region, which shows that there are a number of specific needs of the city;
- Over 65% of the locals go to the center daily, and about 22% go to the center only once a week, which shows their close connection with the old urban pedestrian area; they spend an average of 2.5-3 hours per day on the center, compared to visitors who spend around 3.5-4 hours. The stay is relatively small and is due to the limited current capacity of the city center to keep people longer, without a generous range of cultural activities.



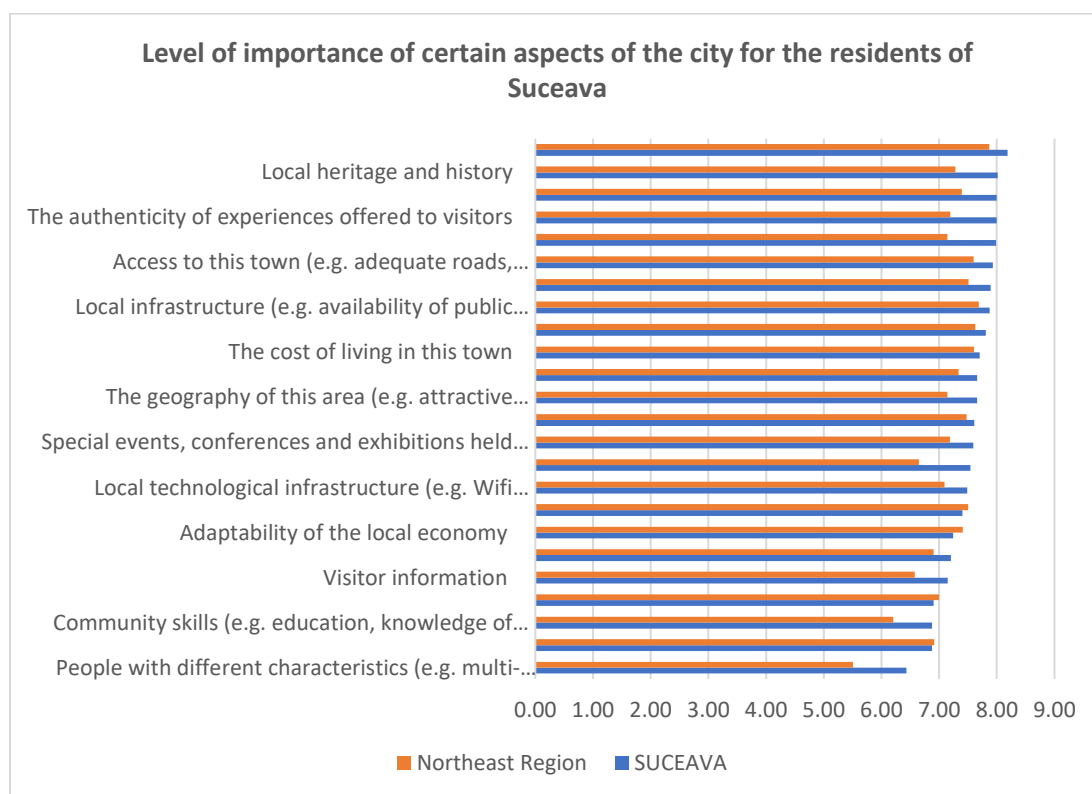
- Local people go to the city center mostly for personal issues (dentist, shopping, work, visiting friends) and for spending free time (visits to tourist attractions, walking in the park, dining, or attending events).
- Safety and security are a great need for locals and SME managers, which means there is an acute perception of proximity. The lighting of all secondary streets and interstitial spaces between buildings with collective housing is essential to ensure an increased safety and confidence climate for residents.
- The inhabitants of Suceava Municipality perceive the need of attractiveness of the city and put on the first places of their needs aspects related to local heritage, experiences for visitors, local people's behavior towards tourists, entertainment, variety of offered accommodation types etc.
- The following important aspects for inhabitants are the elements of infrastructure, mobility, accessibility, as the city tends to become more and more crowded and traffic jams tend to increase in intensity, especially in the area of Burdujeni Bridge



- Collaborative economy is important for locals who have a close relationship with small rural producers. At the same time business managers in the city center see it as a potential threat to their business

- Tourists do not stay more than 1.5 nights in Suceava, the lowest average stay in the whole region; In fact, Suceava Municipality has become a business or transit destination to the Bucovina tourist region. The large investments in Gura Humorului, situated less than an hour distance,

have moved the leisure center of weight to this destination.

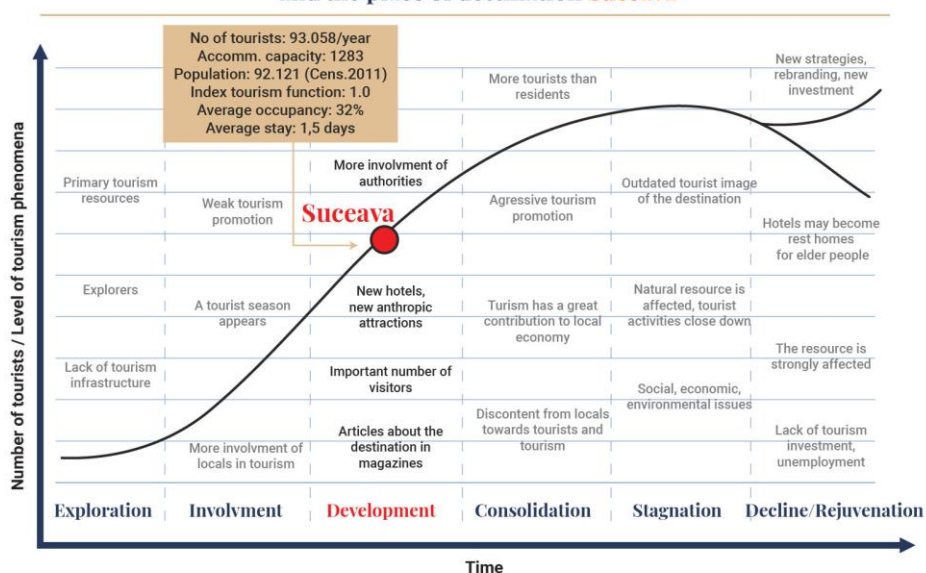


The number of tourists accommodated in the city reached a historic maximum in 2016 (93,058), but the evolution remains a slow and variable one. The city ranks second in the regional hierarchy and the emergence of regional events (summer festivals) tends to slightly accentuate the seasonality.

The main motivation of tourists visiting Suceava (interviewed during August - September 2017) remains the meeting of relatives or friends (30%), cultural tourism (23%), business tourism (13%), events and conferences (13%), shopping 10%) etc.

From the point of view of the tourism development evolution, the observed indicators place Suceava tourist destination in the development stage within the Tourist Destination Life Cycle. This position is given by the large number of tourists (a 1 to 1 ratio between tourists and residents), the satisfactory occupancy rate of accommodation (32%, above the 30% threshold being kept as minimum for a hotel business to be profitable), 2nd place in the regional urban hierarchy, increased involvement of the public authorities (there is a Tourism Strategy), the emergence of new hotels and new attractions initiated by the private sector, the special increase of traffic at Suceava Airport after modernization etc. However, the increase pace of the tourist arrivals in the period 2015-2016 decreased to 2% compared to 10% during 2014-2015. This may indicate a stagnation in city's attractiveness or strong regional competition.

**Stages of lifecycle of the tourist destination, its characteristics (after R.W.Butler) and the place of destination Suceava**



The effects of these local dysfunctions are felt at the level of tourist traffic. Although the number of tourists staying in the city reached a historic maximum in 2016 (over 93,000), it is not among the top 15 tourist destinations in Romania, despite its position towards the Bucovina area, a well-known domestic and international brand. The share of foreign tourists remains rather low (15%), as is the average length of stay (1.5 nights / tourist, below national and even regional average).

## Municipality of Vaslui

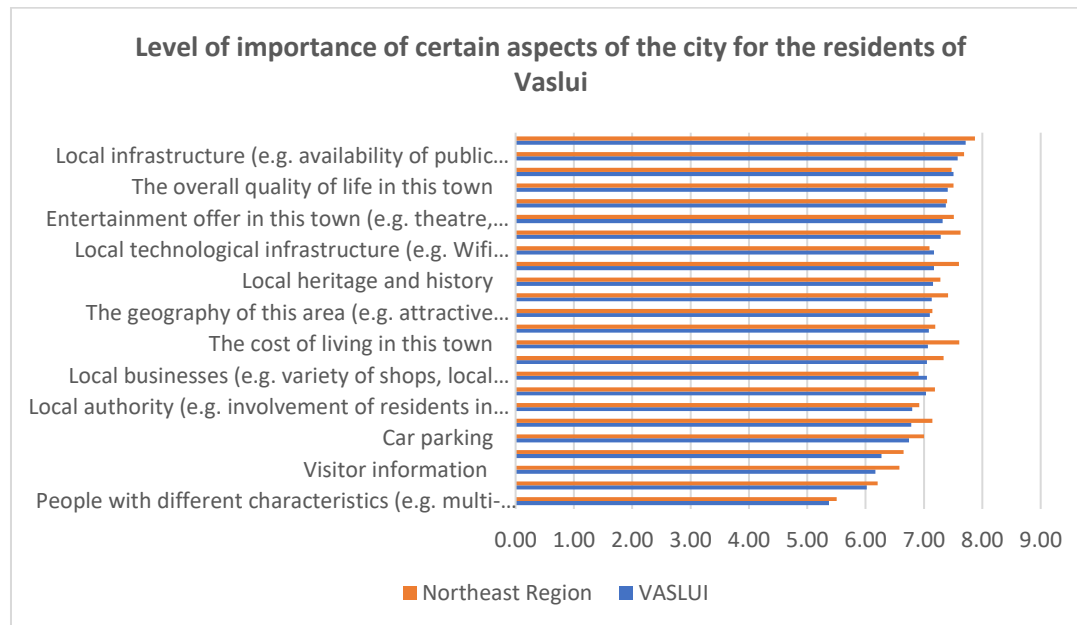
The main findings of the survey applied on 46 residents, 19 tourists and 4 SME managers in the city center:

- Residents (permanent or temporary residents) of Vaslui Municipality generally attach great importance to all aspects of the city; the averages of the grades are close to the average of the county seat cities in the North-East Region, which shows a good general

involvement of the inhabitants in the city life. The hierarchy of Vaslui inhabitants' problems is relatively similar to the hierarchy of the big cities' problems in the region, which shows a certain homogeneity of needs at regional level.

- About half of the locals go to the center daily, a quarter go once a week and the rest go less. The diminished size of the city and the increased convergence of the center lead to a very close connection of the inhabitants with the central urban core, reconfigured in the Communist era. Locals spend an average of 2.0 hours per day on the center, compared to visitors who spend about 3 hours.
- The main motivation to visit the city center is solving personal problems (shopping, dentist, administration, bank etc.). Participating in an event is on the second place; inhabitants are enthusiastic and react immediately to the emergence of a punctual cultural and artistic event. Residents also go for fun or dining at the restaurant, recreational activities that are predominantly located in the city center. Third-age residents, children and some visitors arriving during the day use the parks and urban furniture in the central area. The lack of major investments in the cultural-historical heritage of the urban center and the lack of a cultural strategy determines the low, punctual presence of the residents in the center.
- Safety and security are urgent needs of locals and SME managers, which means there is an acute perception of proximity. Enlightening of all secondary streets and interstitial spaces between buildings with collective housing is essential to ensure an increased climate of safety and trust for the inhabitants.
- The concepts of "quality of life", the image of the city (friendly locals), the quality of the environment are also on the first places in the preferences of the inhabitants
- Mobility, accessibility, infrastructure, parking spaces are important but are not on the first places
- Tourist information, knowledge of foreign languages or cosmopolitan spirit are important, but they are not priorities for locals, as they are at the end of the ranking. Thus, the city is not perceived by the locals as a tourist destination and does not see yet a major economic opportunity in tourism



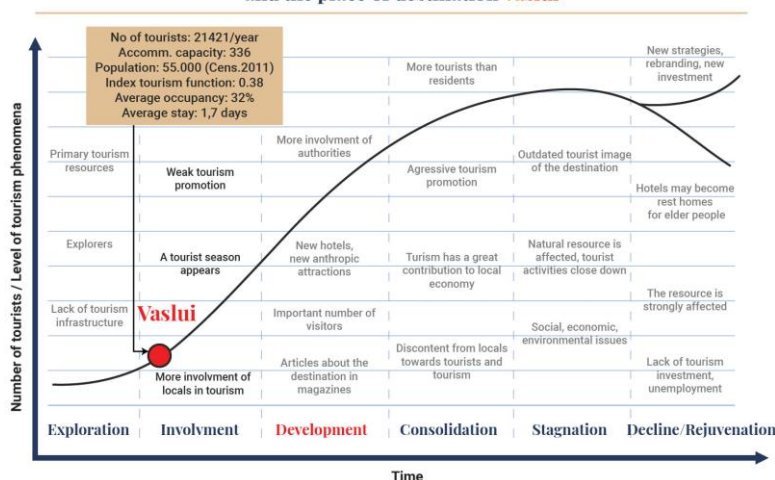


- Most of the city's visitors are present for one day without spending the night at the destination. The few accommodation units are mainly addressed to business tourism (economic, political, administrative, cultural delegations etc.) and tourists generally do not stay more than 1 night in Vaslui.

At the level of tourist traffic, Vaslui recorded a historic maximum of 21,421 tourists in 2016, steadily increasing with 10-15% per year in the last 5 years. With an official population of 100,000 (INSSE), the tourism function index (number of arrivals / number of inhabitants) is 0.2, a very low value, reflecting a reduced contribution of tourism to the local economy. However, if we consider the realistic 55,000 inhabitants obtained at the last census (2011), we will notice that the index is approaching 0.4. Thus, in the context of a steady increase of tourist arrivals and an increased interest of the authorities, there are prospects for an important development of tourism. However, the average stay does not exceed 1.7 nights / tourist, average influenced by the dominant business profile of the tourists.

From the point of view of the evolution of tourism development, the observed indicators place Vaslui tourist destination in the first part of the Tourist Destination Life Cycle, namely in the involvement phase. This position is given by the growing number of tourists, the occupancy rate of the small accommodation structures (around 30%, the profitability limit of these economic structures). The outline of annual events, especially on the theme of folklore, led to an increase in visits especially during the day. The city is not present at tourism fairs outside the country, but participates in the National Tourism Fair and has an active Tourist Promotion Center, located in a position of maximum visibility and is also active in the cooperation relationship with the Republic of Moldova.

Stages of lifecycle of the tourist destination, its characteristics (after R.W.Butler)  
and the place of destination **Vaslui**



## Chapter IV. Peer-review of the action plans of the partners in the SHARE project to identify good European practices

In order to improve the action plan and to ensure the transfer of good practices among project partners, a cross-peer review of the document was carried out. In the case of the North-East region, this stage was carried out with the help of the SVILUPPUMBRIA partner (Italy), who made a number of useful recommendations on the content of the draft version of the Regional Action Plan, which aimed at:

- 1) The uniqueness of each municipality and its objectives have been mentioned as an opportunity in the 6 local action plans but also as a weak point in terms of how it is exploited by the existing planning documents. However, the documents included in the draft version of the Local Action Plans insufficiently addressed the ways of valuing the elements of uniqueness in the offer of each municipality under consideration. To this end, it was recommended to take good practice from the Italian partners, namely the "champions" method, which allowed the identification of a domain within the Umbria region, for which each municipality separately took the position of regional coordinator. This will later enable the respective cities to identify innovative solutions in the niche area they have assumed and to disseminate them to other municipalities in the region, thus ensuring the transfer of good practice. Another recommendation, in the same direction, would be the regular organization of ideas exchange, experiences and good practices between municipalities (called UrbanLab in Italy), to which other regional and national actors will be invited (eg. ADR NO, MDRAP).
- 2) The sustainability of the proposed actions in the 6 plans was not sufficiently highlighted in the draft version of the documents, although the purpose of the SHARE project is to identify sustainable approaches to ensure access to cultural heritage for both tourists and residents. Local action plans for the 6 municipalities include

numerous measures to reduce anthropogenic pressure on the environment, notably private motorized traffic, but for other types of proposed actions, the positive impact on the quality of natural factors is not as explicit and should be explained more detailed. Also, the monitoring indicators are not always sufficiently explicit, and it is recommended to review them with the transmission of instructions on them, developed by the project partner responsible for the methodology (Greenwich University)

- 3) In their draft version, local action plans have put a great emphasis on tourism as the main purpose of these documents. Although tourism development plays an important role in the economic growth of the North-East region, it should be seen as a consequence of more general measures aimed at sustainable improvement of accessibility, mobility and urban services for all public categories, starting with residents.
- 4) Although links to good practice identified during the study visit organized in Pecs (Hungary) are covered in the draft version of the local action plans, they should also include the potential lessons to be learned from other partners in the project. In this respect, it is recommended to include in the plans a section describing the process of sharing experiences between partners, in line with the methodology proposed by the University of Greenwich, which emphasizes the need to clearly identify any form of exchange of ideas between partners (studies, meetings, study visits etc.).
- 5) In the draft version of the local action plans, and more specifically in the annexes thereto (proposed action portfolios), it is unclear whether some of the actions are already being implemented under existing policies or are newly proposed in to improve existing policies at the local level. If these are to better illustrate the context of new actions, then this should be clearly highlighted in the documents. On the other hand, if these actions are already planned or under way, they are part of the category of measures proposed in the local action plans, which is a problem, as these documents should only integrate new ones. Consequently, clarifications in the portfolio of concrete proposed actions are necessary.

These recommendations were debated at the last meeting of local stakeholders, who set out the concrete way of integrating them into the final version of the elaborated documents. Later, the consultants handled the update of the 6 local action plans accordingly. They also made recommendations for improving the content of the Regional Action Plan developed by the partners in the Umbria region, a responsibility assumed in the cross-country peer review process.

The external peer-review activity of the SVILUPPUMBRIA partner (Italy) allowed adjustments to be made in order to improve the Local Action Plan (such as introducing of Part 9 which targets the objective of the sustainable development, or restructuring of Annex 1), as well as the identification and transfer of a good practice: the "champions" method at the level of the North-East region, and implicitly at the level of the municipality. This implies that each municipality in the region chooses a theme, depending on the

strengths and experience of local actors, for which they will assume their leadership. Therefore, each municipality will organize and host a regional event where local governments and other relevant actors from the other five municipalities will be invited to present their experiences and best practices in the field. This ensures the dissemination of local good practice across the region and facilitates the exchange of ideas between cities, as well as possible partnerships for projects of common interest.

## Chapter V. Recommendations for Improving Policies for Promotion and Protection of Cultural Heritage in the North-East Region and the Plan for Implementation, Monitoring and Evaluation of the Action Plan

For each of the 6 municipalities, a portfolio of proposed projects / actions was designed to achieve the vision and objectives set out in the Local Action Plan. These include, for each proposed action, a detailed description, information on the estimated budget, potential sources of funding, indicative implementation period and responsible / partner organizations. These are presented in Annexes 1-6 of this document.

In order to monitor the Local Action Plans, it is proposed to set up a **Monitoring Committee** in each of the 6 municipalities, comprising representatives of the following relevant actors:

- 1) Town halls - which will include different representatives of the structures within the framework of the specialized apparatus of the mayor, subsequently nominated by the mayor's decision;
- 2) County Councils
- 3) North East Regional Development Agency;
- 4) Local NGOs with relevant cultural and tourism activities;
- 5) Universities (where they exist).

For the operationalization of these Monitoring Committees, it is advisable to conclude interinstitutional collaboration agreements between the above mentioned actors.

These Committees will meet at the beginning of each calendar year, between 2019 and 2024, to review progress in implementing Local Action Plans. It can also be summoned in exceptional circumstances at the request of one of the members. The Committee Secretariat will be assured by the internal structures within the City Hall that have responsibilities in the development and monitoring of development strategies and plans. They will draw up a monitoring report to be brought to the attention of the City Hall.

The monitoring report will have the following indicative structure:

- Introduction: The monitoring report will have an introductory section containing information on the period covered by the monitoring report, the data sources used to assess the progress in the implementation of the Plan, the encountered difficulties.
- Chapter 1: This section describes the activities carried out in the monitoring process;
- Chapter 2: Risk analysis related to the implementation of the Plan;
- Chapter 3: This chapter gives an overview of the measures and actions that have been targeted by the monitoring process. Then, there will be recommendations for streamlining the implementation of each measure and actions;
- Final conclusions: The report ends with a general appreciation of the progress made in implementing the Local Action Plan.

To monitor the implementation of the Plans, a set of result and immediate achievement indicators is proposed below, which will be documented annually, according to the methodology mentioned above. The data needed to document the value of the indicators will be collected by the structures within the mayor's offices that will provide the secretariat of the Local Monitoring Committee with the support (where appropriate) of its members.

### Municipality of Bacău

Achievement indicators for the new identified actions as a result of involvement in the "SHARE" project

Achieving Indicator	Unit of measure	Target Unit for 2023	Documentation sources
Number of study visits / exchanges of good practices organized in the country	Nr.	2	Bacău City Hall

### Municipality of Botoșani

Achievement indicators for the new identified actions as a result of involvement in the "SHARE" project

Achieving Indicator	Unit of measure	Target Unit for 2023	Documentation sources
Number of materials distributed to promote the local tourist offer	Nr./year	1.000	Botoșani City Hall

### Municipality of Iași

Achievement indicators: for the new identified actions as a result of involvement in the "SHARE" project

Achieving Indicator	Unit of measure	Target Unit for 2023	Documentation sources
Number of cultural events organized annually in the municipality	%	25	INS

### Municipality of Piatra Neamț

Achievement indicators: for the new identified actions as a result of involvement in the "SHARE" project

Achieving Indicator	Unit of measure	Target Unit for 2023	Documentation sources
Number of Smart City applications implemented locally	Nr.	10	Piatra Neamț City Hall

### Municipality of Suceava

Achievement indicators: for the new identified actions as a result of involvement in the "SHARE" project

Achieving Indicator	Unit of measure	Target Unit for 2023	Documentation sources
Number of civil servants who participated in training sessions in areas covered by the SHARE project	Nr.	10	Suceava City Hall

### Municipality of Vaslui

Achievement indicators: for the new identified actions as a result of involvement in the "SHARE" project

Achieving Indicator	Unit of measure	Target Unit for 2023	Documentation sources
Number of solutions contests organized locally	Nr.	2	Vaslui City Hall



As regards the evaluation of the Plans, given their relatively short implementation period (2018-2023), a single ex-post (final) evaluation is proposed at the end of 2023, with the update of the Local Action Plans for the period 2023-2030. This approach, which is recommended to be done with an external evaluator, will generate an ex-post evaluation report for each of the 6 local plans, which will include an analysis of:

- the degree of achievement of the indicators included in the Plan;
- the efficiency of its implementation;
- the actual impact in terms of eliminating the problems or capitalization on the chances of the Plan;
- the sustainability of the results obtained;
- the causal mechanisms underlying success or failure to implement the actions proposed in the Plan;
- any unplanned side effects;
- highlighting lessons learned from the implementation of the current Plan for Future Planning Exercises - identifying, for example, recording and reporting deficiencies found in the initial design of objectives, actions, indicators and mentioning recommendations to mitigate or eliminate these deficiencies in future planning exercises.

## Conclusions and interpretations

In order to implement the policies for the promotion and protection of cultural heritage proposed in the Regional Action Plan, it is proposed to undertake the following concrete actions during the implementation phase:

Activities	Deadline <sup>3</sup>	Responsible authority
Approval of local action plans at the level of the 6 municipalities, by adopting a CL decision in this respect	Second Semester 2018	Municipalities
Making partnership agreements between the municipalities of the 6 municipalities and relevant stakeholders at local, county, regional and national level to carry out individual actions	Second Semester 2018 - Second Semester 2020	Municipalities
Informing partners on existing external funding sources to implement their own actions	Second Semester 2018 - Second Semester 2019	County Councils
Multi-annual forecast of the local budgets of the 6 municipalities, in accordance with the legislation in force, in order to allocate the necessary resources for the implementation of the individual actions and to establish the schedule for the progress/ implementation of the Local Action Plans (inclusion in the multiannual budget of the proposed investments as priority for their preparation)	Second Semester 2018 - 1st Semester 2019	NGOs
Preparing the institutional framework and human resources for the successful implementation of the priority actions, primarily by strengthening the implementation units of the municipalities and the subordinated institutions, training, exchange of good practices, and outsourcing some project management activities.	Second Semester 2018 - Second Semester 2023	Business environment
Promoting and supporting private initiatives in the targeted areas, complementing individual actions (eg awarding different types of grants and funds to NGOs in the cultural, sports, tourism etc.)	Second Semester 2018 - Second Semester 2023	Other relevant actors

<sup>3</sup> In the case of the programs funded by the FESI 2014-2020 (eg the Regional Operational Program, the Joint Operational Program Romania-Moldova 2014-2020), will be respected the implementation timetable assumed by each management authority, which is binding for the beneficiaries.

Promoting the results of actions at national and international level (promotional materials, participation in international events, sites etc.)	First Semester I 2020 - Second Semester 2023	Municipalities
Monitoring the implementation status of the actions and activities foreseen in the Local Action Plans and undertaking the necessary measures to eliminate identified risks / constraints	Second Semester 2019 - Second Semester 2023	Managing Authorities / Intermediate Bodies
Updating Local Action Plans for the Promotion and Protection of Cultural Heritage - covering the period 2023-2030, including a final implementation evaluation of the Local Action Plans for the period 2018-2023.	First Semester 2023 - Second Semester 2023	Institutions of the Prefect

An essential aspect of the implementation of the Local Action Plans is to identify the potential risks expected to occur during its lifetime, its probability of materializing, its impact on the objectives of the document as well as its main mitigation measures, as shown in the below matrix:

Identified risk	Likelihood	Impact on Local Action Plan objectives	Proposed mitigation measures	Deadline for proposed measures	Responsible authority
Delays in the timetable for implementing European funding programs and the risk of disbursement of funds	High	Medium	Rapid completion and the quality conditions imposed by the Managing Authority / Intermediate Body, the technical and economic documentation of the individual projects proposed for financing from the ROP 2014-2020, with a view to contracting as much as possible  Compliance with the implementation schedule of projects undertaken by the beneficiary in relation to the sponsor	Second Semester 2018 - Second Semester 2019	Municipalities
Delays in the process of	High	High	Contracting of external expertise for the drafting of specifications	Second Semester 2018 - First	Municipalities

public procurement			<p>Sharing good practices with other municipalities in the region and / or country</p> <p>Involvement of local actors in the participatory process of amending the legislation in the field of public procurement that takes place at national level</p> <p>Participation of local government staff in training sessions in the field of public procurement</p>	Semester 2019	
Issues related to ownership of buildings and buildings targeted by investment projects	Medium	High	<p>Appropriate analysis of the feasibility of some interventions taking into account the current property ownership status</p> <p>Starting and finishing the municipal cadastre as soon as possible</p> <p>Take steps to the central government to transfer property / real estate management to the targeted investments</p> <p>Purchase of buildings on the free market in order to host public interest objectives.</p>	Second Semester 2018 - Second Semester 2020	Municipalities
The limited financial resources of the local budget and the issues related to the cash-flow (payment pockets for the implementati	High	High	<p>Borrowing to provide cash flow for project implementation</p> <p>Attract complementary funding sources, especially private (eg sponsorships, PPPs).</p> <p>Multi-annual forecast of local budgets, streamlining</p>	First Semester 2019 - Second Semester 2023	Municipalities

on of the projects)			investments with exclusive funding from local budgets.		
Insufficient staff in the local government in relation to the estimated volume of public investment	Medium	High	<p>Ensure a project manager for every 10 million Euros invested (good international practice, World Bank) by organizing competitions for filling positions</p> <p>Contractual additional contract staff during project implementation</p> <p>Purchase of external consulting services for project management</p>	First Semester 2019 - First Semester 2020	Municipalities
Insufficient communication / cooperation with other stakeholders (eg cultural NGOs or heritage estate owners)	Medium	Medium	<p>Organizing regular meetings with actors involved in the planned actions, informing them about opportunities for collaboration and financing from local budgets, imposing punitive measures in extreme cases (eg over-taxation of unconsolidated buildings in the central area)</p> <p>The implementation of the actions in Annex 1 aimed at increasing the degree of civic involvement (eg implementation of the concept of participatory budgeting)</p>	Second Semester 2018 - First Semester 2019	Municipalities
Excessive focus of	High	Medium	Concluding a partnership with the NGO sector and granting	Second Semester	Municipalities

public intervention on "hard" (infrastructure) measures, to the detriment of "soft"			grants to run "soft" projects, especially in the cultural and tourist field (eg organizing cultural events).	2018 - Second Semester 2018	
The low degree of acceptability of population for public intervention	High	Medium	<p>Involvement of citizens in decision-making from the conception phase in the form of a permanent body of creativity and civic innovation.</p> <p>Organization of international urban and architectural competitions for large urban regeneration projects, in which projects are also presented to public opinion</p>	Second Semester 2018 - Second Semester 2020	Municipalities
Deficient integration between interventions already made at municipal level and those proposed for the 2023 horizon	Medium	Medium	Compliance with the strategic and urban planning documents already developed at the local level or under development (IUDS, SUMP, GUP, ZUP-P, sectoral strategies)	First Semester 2018 - Second Semester 2023	Municipalities
Limited capacity of local public institutions to ensure the efficient management of infrastructures and services with cultural,	Medium	Medium	<p>Conclusion of public-private partnerships and agreements for the management of public spaces by private structures / NGOs</p> <p>Encouraging and financially supporting private initiatives in the cultural field (eg independent theaters, art galleries etc.)</p>	First Semester 2019 - Second Semester 2023	Municipalities



tourist, exhibition etc.					
The low quality of design / execution / delivery services provided by private contractors	High	High	Organizing public debates on proposed solutions through projects from the design phase  Preparing public procurement contracts to protect the interests of contracting authorities (eg through consistent execution guarantees)	Second Semester 2018 - Second Semester 2023	Municipalities

## Annexes

Annex 1. Portfolio of actions proposed for implementation at the level of Bacău Municipality

Annex 2. Portfolio of actions proposed for implementation at the level of Botoșani Municipality

Annex 3. Portfolio of actions proposed for implementation at the level of Iași Municipality

Annex 4. Portfolio of actions proposed for implementation at the level of Piatra-Neamț Municipality

Annex 5. Portfolio of actions proposed for implementation at the level of Suceava Municipality

Annex 6. Portfolio of actions proposed for implementation at the level of Vaslui Municipality

### Glossary for Abbreviations / Glosar de Abrevieri:

- IUDS – „Integrated Urban Development Strategy” (RO: SIDU – „Strategia Integrată de Dezvoltare Urbană”)
- IUDP – „Integrated Urban Development Plan” (RO: PIDU – „Planul Integrat de Dezvoltare Urbană”)
- SUMP – „Sustainable Urban Mobility Plan” (RO: PMUD – Planul de Mobilitate Urbană Durabilă”)
- SEAP – „Sustainable Energy Action Plan” (RO: PAED – „Planul de Acțiune privind Energia Durabilă”)
- RDP – „Regional Development Plan” (RO: PDR – „Plan de Dezvoltare Regională”)
- ROP – „Regional Operational Plan” (RO: POR – „Plan Operațional Regional”)
- IDPGP – „Integrated Development Plan for the Growth Pole” (RO: PIDPC – „Plan Integrat de Dezvoltare pentru Polul de Creștere”)
- CSDP – County Spatial Development Plan (RO: PATJ – „Planul de Amenajarea Teritoriului Județean”)

- NSDP – National Spatial Development Plan (RO: PATN – „Planul de Amenajarea Teritoriului Național”)
- GUP – General Urban Plan (RO: PUG – „Plan Urbanistic General”)
- ZUP – Zonal Urban Plan (RO: PUZ – „Plan Urbanistic Zonal”)
- DUP – Detailed Urban Plan (RO: PUD – „Plan Urbanistic de Detaliu”)
- DMO – Destination Management Organization (RO: OMD – „Organizație de Management a Destinației”)
- RDA – Regional Development Agency (RO: ADR – „Agenția pentru Dezvoltare Regională”)
- EEA – European Economic Area (RO: SEE – „Spațiul Economic European”)
- EBRD – European Bank for Reconstruction and Development (RO: BERD – „Banca Europeană pentru Reconstrucție și Dezvoltare”)
- NIS – National Institute for Statistics (RO: INS – Institutul Național de Statistică)
- OPAC - Operational Programme Administrative Capacity (RO: POCA – Programul Operațional Capacitate Administrativă)
- OPHC – Operational Programme Human Capital (RO: POCU – “Programul Operațional Capital Uman”)
- OPC – Operational Programme for Competitiveness (RO: POC – “Programul Operațional Competitivitate”)
- NCI – National Company for Investments (RO: CNI – “Compania Națională de Investiții”)
- NCTIP – National Center for Tourism Information and Promotion (RO: CNIPT – „Centrul Național de Informare și Promovare Turistică”)
- NCARI – National Company for Administration of Road Infrastructure (RO: CNAIR – „Compania Națională de Administrare a Infrastructurii Rutiere”)

### Project Portofolio (Actions) for the Suceava municipality

#### I. New actions identified as a result of involvement in the SHARE project:

Nr.	Action Title	Objective / Plan Measure to which it is addressed	Local problem to which the action is addressed	Description of the Action	Good practice or lesson learnt from a study visit	Estimated Budget (Euro)	Financing Sources	Responsible authority / Partners	Indicative Implementation Calendar
1	Development of human resources at the level of the local public administration in Suceava	O.4. Increasing the quality of life of the inhabitants, in order to reduce demographic phenomena estimated at statistical level, as well as to improve the tourists experience  M.4.2. Improving Access to Infrastructure and Quality Public Services	Low accessibility and poor quality infrastructure and public services	The action foresees the organization of training and informal training sessions of local government staff on ways to improve the quality of public services in the areas covered by the SHARE project, based on the experience of trainers or models at the level of other administrations in the country and abroad .	At Pecs, in all the meetings with various local factors and during the visit of the objectives, the high quality of the human factor, trained in the field in which he works, was particularly highlighted. Thus, by intervening in the development and training of public authority staff in the tourism field, in order to increase the quality of tourism services, it could meet the requirements of the tourists	50,000	Local budget	Suceava City Hall Consultants	2018-2020

## Project Portofolio (Actions) for the Iasi municipality

### I. New actions identified as a result of involvement in the SHARE project:

Nr.	Action Title	Objective / Plan Measure to which it is addressed	Local problem to which the action is addressed	Description of the Action	Good practice or lesson learnt from a study visit	Estimated Budget (Euro)	Financing Sources	Responsible authority / Partners	Indicative Implementation Calendar
1	<b>Setting up a destination management / marketing organization</b>	<p>O.2. Develop a competitive national economy with a distinct identity supported by the key economic domains and emerging / new, innovative activities</p> <p>M.2.2. Ensure the presence of the local offer in the online environment and at specific fairs and exhibitions</p>	Focus on offering and promoting tourism on religious attractions	The action aims at setting up a destination management and marketing organization at the municipal / metropolitan / county level at the moment of establishing the legal framework for their operation at national level, ongoing process.	At Vadstena study visit, Markus Lindberg, project manager and museum manager Sancta Birgitta Klostermuseum, presented the project and what they have done and will do within it. Among other things, digitizing pilgrim routes around Vadstena is a good practice that can be used in Iasi city.	1,000,000	Local budget Other funds	City Hall of Iasi in partnership with other relevant actors	2020-2023

## Project Portfolio (Actions) for the Bacau municipality

### I. New actions identified as a result of involvement in the SHARE project:

Nr.	Action Title	Objective / Plan Measure to which it is addressed	Local problem to which the action is addressed	Description of the Action	Good practice or lesson learnt from a study visit	Estimated Budget (Euro)	Financing Sources	Responsible authority / Partners	Indicative Implementation Calendar
1.	<b>Organizing exchanges of best practices with local administrations in Romania on heritage, culture and tourism</b>	O.11. Increased ability to develop, implement, and monitor projects  M.11.3. Promoting the exchange of best practices and experiences internally and externally	Lack of an organized framework for the exchange of best practices and experiences	The action involves organizing study visits and exchanging best practices with other municipalities in Romania that have recorded notable performances in areas covered by the SHARE project (eg regeneration of historical centers, branding, cultural programs, SMART CITY, etc.)	Among the best practices identified in the study visit in Pecs, a measure with transferability potential at Bacau municipality is realization of tours to the heritage attractions of the municipalities	50,000	Local budget	Bacău City Hall AMR	2018-2019

## Project Portfolio (Actions) for the Botosani municipality

### I. New actions identified as a result of involvement in the SHARE project:

Nr.	Action Title	Objective / Plan Measure to which it is addressed	Local problem to which the action is addressed	Description of the Action	Good practice or lesson learnt from a study visit	Estimated Budget (Euro)	Financing Sources	Responsible authority / Partners	Indicative Implementation Calendar
1.	Implementing a multiannual consolidation program for privately owned historic buildings	<p>O.5. Improvement of natural and built environment infrastructure and protection services</p> <p>M.5.1. Ensuring the preservation and protection of natural and material heritage, biodiversity and landscapes</p>	The existence of inadequately built and preserved heritage attractions	<p>The action provides for the following interventions:</p> <ol style="list-style-type: none"> <li>1. Elaboration by the City Hall of a study of the facades in the historic center with an inventory of all the facades in the old center, with individual cards for each building and clear proposals for intervention for these buildings. This study provides the basis for further interventions.</li> <li>2. Classification of historical center buildings in two categories - historical monument buildings and buildings that are not a historical monument - including the preparation of classification documents for some buildings of high architectural value.</li> <li>3. Drafting and approving by the HCL a Local Facades Maintenance Regulation that allows local authorities to give warnings for their maintenance and subsequently fines owners who do not comply.</li> </ol>	<p>Among the best practices identified in the study visit in Pecs, the measures with transferability potential at Botosani municipality are:</p> <ol style="list-style-type: none"> <li>1. Promotion to the heritage edifices, which at this moment are not an attraction point for tourists;</li> <li>2. Cultural diversity reflected in the architecture of the historical center;</li> </ol> <p>On the other hand, the external peer-review activity of the partner SVILUPPUMBRIA (Italy) offered adjustments to improve the Local Action Plan for the Botosani city by identifying and transferring good practices: the "champions" method at the level of the Botosani municipality.</p> <p>The theme assumed by the Botosani municipality within the</p>	2,500,000	Local budget	Botoșani City Hall in partnership with individual owners and consultants	2018-2023



					"Champions" method is: "Revitalization of historical centers"				
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## Project Portfolio (Actions) for the Piatra Neamt municipality

### I. New actions identified as a result of involvement in the SHARE project:

Nr.	Action Title	Objective / Plan Measure to which it is addressed	Local problem to which the action is addressed	Description of the Action	Good practice or lesson learnt from a study visit	Estimated Budget (Euro)	Financing Sources	Responsible authority / Partners	Indicative Implementation Calendar
1.	"Smart city" app contest	<p>O.4: Reducing bureaucracy and average waiting time in queues in public institutions in Piatra Neamt</p> <p>M.4.2. Improving the technical and municipal infrastructure of local authorities</p>	Deficiencies of the local authorities technical and municipal infrastructure	The action aims at creating a grant competition for the creation and implementation of smart (mobile, internet) applications. Solutions for tourists - such as GPS modules for tourist routes (eg cycling), multimedia presentations, interactive tourist guides, interactive tours, applications for informing tourists about events, products, leisure services at local level, the implementation of an online ticketing system; solutions for citizens (eg management of public parking spaces, avoidance of traffic jams, real time petitions, etc.); solutions for the authorities (eg public lighting management, monitoring of qualitative parameters in the utilities sector, monitoring of pollution, etc.)	<p>Among the best practices identified in the study visit in Vadstena, the measure with transferability potential at Piatra Neamt municipality is: Smart cultural heritage - utilising technologies to maximise the opportunities of cultural heritage.</p> <p>On the other hand, the external peer-review activity of the partner SVILUPPUMBRIA (Italy) offered adjustments to improve the Local Action Plan for the Piatra Neamt city by identifying and transferring good practices: the "champions" method at the level of Piatra Neamt municipality.</p> <p>The theme assumed by the Piatra Neamt municipality within the "Champions" method is: " Smart City - City of citizens and tourists"</p>	200,000	Local budget	Piatra Neamt City Hall	2018-2023

## Project Portofolio (Actions) for the Vaslui municipality

### I. New actions identified as a result of involvement in the SHARE project:

Nr.	Action Title	Objective / Plan Measure to which it is addressed	Local problem to which the action is addressed	Description of the Action	Good practice or lesson learnt from a study visit	Estimated Budget (Euro)	Financing Sources	Responsible authority / Partners	Indicative Implementation Calendar
1.	<b>Implement a civic innovation platform</b>	<p>O.3. Ensuring good governance at metropolitan level</p> <p>M.3.2. Strengthening territorial cooperation at metropolitan, county, national and European level, as well as involving relevant actors in decision-making</p>	Lack of an organized framework for the exchange of best practices, experiences and the involvement of relevant actors	<p>The action involves designing and implementing a public consultation and civic creativity platform to identify potential solutions to community issues. It could be managed either directly by the municipality or by local civil society organizations. This platform would involve both a series of thematic meetings (eg consolidation of heritage buildings, parking arrangements, setting up new green spaces, reducing bureaucracy, attracting investments etc.) organized periodically (preferably monthly, in a neutral setting) , involving all relevant stakeholders at local level, as well as a virtual platform where all citizens express their point of view, respond to public consultation questionnaires, come up with solutions to concrete issues.</p>	<p>Among the best practices identified in the study visit in Pecs, the measure with transferability potential at Vaslui municipality is: Increasing the quality of tourism services - quality is an integral part of the tourism industry. Quality applies to all tourist services from transport and accommodation, to any services that the tourist benefits, but also to the quality of the environment.</p> <p>On the other hand, the external peer-review activity of the partner SVILUPPUMBRIA (Italy) offered adjustments to improve the Local Action Plan for the Vaslui city by identifying and transferring good practices: the "champions" method at the level of the Vaslui municipality.</p> <p>The theme assumed by the Vaslui municipality within the "Champions"</p>	100,000	Local budget Sponsorships	Vaslui City Hall ONG-uri	2018-2023

SHARE

*Sustainable approach to cultural Heritage for the urban Areas Requalification in Europe*



Nr.	Action Title	Objective / Plan Measure to which it is addressed	Local problem to which the action is addressed	Description of the Action	Good practice or lesson learnt from a study visit	Estimated Budget (Euro)	Financing Sources	Responsible authority / Partners	Indicative Implementation Calendar
					method is: "Excellence in the design and construction of green spaces, parks and playgrounds".				