



**INT-HERIT – IMPLEMENTATION NETWORK**

HERITAGE STRATEGIES IN SMALL AND MEDIUM- SIZED EUROPEAN CITIES

OPERATIONAL IMPLEMENTATION  
FRAMEWORK

{ALBA IULIA, ROMANIA}

## Contents

|  |    |
|--|----|
| 1. BASELINE POSITION                         | 3  |
| 2. OUTLINE IMPLEMENTATION PLAN               | 7  |
| 3. RESPONSE TO THE IMPLEMENTATION CHALLENGES | 9  |
| 4. LEARNING JOURNEY                          | 12 |
| 5. SYNTHESIS                                 | 14 |



## 1. Baseline position

Alba Iulia is one of the oldest settlements in Romania in the heart of the Transylvania region. It joins a significant symbolic value as home of the largest Vauban-style citadel in Romania and the second largest well preserved in Europe, the place where on 1918 Transylvania announced its unification with Romania and where in 1922 Prince Ferdinand was crowned King of Romania.

Through its specific nature, The Vauban Citadel Alba Carolina represents an important value of local, national and international cultural heritage. According to the Parliament Decision no. 26/1994, Alba Iulia is officially recognized as "the city symbol of the Great Unification of Romanians" and through the Government Emergency Ordinance no. 93/2000, approved by Law no. 344/2001, the entire city of Alba Iulia and the surrounding area are defined as a site of national interest. Alba Carolina Citadel is also included in the List of Historical Monuments of group A ("monument of national and universal value").

The interior spaces of the fortress were closed for the public due to the fact that all the spaces were in the custody of the Ministry of Defense. The opportunity of financing the rehabilitation of the fortress through the regional development program and the negotiations of the municipality with the Ministry of Defense made it possible.

In 2007 and 2008, there was a sociologic research for public consultation and the results shown a high interest of the citizens living in Alba Iulia for rehabilitating the fortress Alba Carolina.

2009 – 2014 – In order to ensure the coherent rehabilitation of the fortress, several projects were implemented in an integrated approach:

- The project “Access routes, lightning and urban furniture within the trenches of the Vauban fortress - South Route, North Route, East Route” had a total value of 11.210.000,00 Euros, of which Approx 7.700.000,00 Euros were allocated by the European Union.
- The project “The Rehabilitation of the historic center of Alba Iulia, Vauban fortification - access roads, Exterior lighting and urban furniture. Interior zone” having a total budget of 17.280.000,00 Euros, of which approx 15.000.000,00 Euros were allocated by the European Union.
- The Project “The Restoration and enhancement of Alba Carolina Citadel access for the western side, Vauban Fortress, Alba Iulia Municipality” project had a total budget of 16.180.000,00 Euros of which 13.178.000,00 Euros were allocated by the European Union.

For each rehabilitation project there was a specific technical research documentation which made possible the achievement of the implementing phases of the projects. Technical expertise, technical project elaboration with execution details and specification, urbanism certificates and specific specialized studies, approval of intervention works documentation, costs-benefit analysis, utility, environment notice, special notices, local council approvals, etc. For the cultural research local and national specialists were involved along with architects trying to find the most adapted solutions for the rehabilitation and conservation of the Citadel. The most suitable proposal for this work was taken into consideration.

The scope of the project was to bring back to life the Alba Carolina Citadel through the conservation and rehabilitation of the urban heritage. Alba Iulia’s Urban Heritage consists of monuments and historical buildings, cathedrals, the Vauban Fortress built on the ancient Roman Castrum, with the walls and its historical routes. An important added value of the rehabilitation project which meant to bring the Citadel to its original form is reflected in the works carried out for the unearthing and reconstruction of the remains of the western side of the Citadel’s walls. The projects represent several initiatives that have transformed the Alba Iulia city into a circular economy, generating resource efficiency and encouraging new economic development through tourism.



The most important results of the project is having the Alba Carolina Citadel opened to the public for the first time in this century, restored at European standards, the local heritage conserved and valorised and all the necessary infrastructure and technical details provided for facilitating the access to the Alba Carolina Citadel with all the gates opened to the public. At the end of the project the Citadel Alba Carolina is proud to have the complete rehabilitation and conservation of the Roman Castrum Gate, a modern cultural - historic infrastructure of the Vauban Citadel, a local heritage valorised in accordance with the competitive and sustainable criteria and a competitive tourism product recognized at national and international level meant to stimulate the economic development of the local community of Alba Iulia Municipality.

Another important result of this project is the fact that more than 500 work places (some permanent some of them with determined period). In the dynamic development of the community through valorising the tourism potential and enhancing the local heritage there were several collaborations between the local public authorities, the private sector and the University 1 December 1918 Alba Iulia, but during the project implementation there were no official partners involved.

**Key objectives of the projects were:**

- 1) Rehabilitation of the largest fortress in central and South Eastern Europe (and unique in Europe for its ornamental patterns) situated in Alba Iulia as key for urban sustainable development;
- 2) Increasing the number of national and international visitors and tourists coming to Alba Iulia as well of investors;
- 3) Generation of sustainable and valuable partnerships for the sustainable development of Alba Iulia Municipality at short and long term.

The most innovative part of all process was the fact that, Alba Iulia Municipality managed to save some of the funding, making economy and spending the funds in an cost-quality-efficiency way, and the amount of money spared was allowed by the managing authority to be used in the purpose of creating one of the most important tourist attraction in Alba Iulia, PRINCIPIA, dating from Roman occupation times, when the XIIIth Legion Gemina was established in Alba Iulia \*ancient Apulum, and from where the Dacia Province was ruled. The remains of the Roman establishment were discovered during the RDF Project implementation, and for preserving them, the solution used was one ITC solution. The expert used the geo radar to find the remains without digging and afterwards they created 3D models of PRINCIPIA using the GIS.

The local barometer in **2014**, also a sociologic research leaded by the University of Alba Iulia, when the rehabilitation works finished, confirmed that the citizens in Alba Iulia are happy that the fortress was rehabilitated.

Another important result of the project is having the Alba Carolina Citadel opened to the public for the first time from its existence, restored at high quality standards with monuments ready to talk about the historical events that made Alba Iulia be worthy of the title “the other capital” of Romania.

The increased number of tourists is also a result which brings benefits to the city and to the citizens living here, reflected also in the local economy.

Regarding the added social value, one may observe that following the conservation and restoration works the site is now open to all citizens, representing an excellent place for a promenade which will take you back in time. The historic site also responds to the current needs of the citizens by representing a genuine center of outdoor activities, far from the city noise and congestion.



The vision of Alba Iulia Municipality is **to become a more attractive city to live, work and invest in by 2020**. The local public authority is focused on transforming Alba Iulia into *a city of the inhabitants, a city for tourists, a city for investors*. More specifically, the objectives of the Municipality promoted within the elaborated strategy and action plans are correlated with the thematic objectives defined by the EU for the 2014-2020 financial programming period, as follows:

1. **Alba Iulia, a SMART, accessible and cohesive city:** development, modernization and investment in transport, ICT infrastructure, education, health, social services infrastructure, culture, sport and recreation, urban regeneration.
2. **Alba Iulia, a GREEN CITY with efficient public services:** development, modernization and investment in quality housing for all, public services infrastructure, sustainable urban environment, public administration.
3. **Alba Iulia, a COMPETITIVE and CREATIVE city:** research and development, innovation, and technological development; cluster creation in key economic sectors; using ICT tools to strengthen local trade sector; improving the competitiveness of SMEs; improving competitiveness of agricultural sector in AIDA region (AIDA is the metropolitan area formed by Alba Iulia municipality and Ciugud, Santimbru, Ighiu, Cricau, Galda de Jos and Intregalde villages).
4. **Alba Iulia, a European CULTURAL and TOURIST ATTRACTION:** an important number of individual projects are proposed under this strategic objective, with potential sources of non-reimbursable funding during the 2014-2020 period.

The Integrated Urban Development Strategy for 2014-2023 intends to position the city as a cultural and tourist reference in Romania, following the proposals of the Local Action Plan focused in city Marketing, implemented within the CityLOGO Project (URBACT III). In 2018 the city had hosted the centennial celebration of the reunification of the country with ALBA IULIA 100 Project, promoting mass participation events and cultural challenges of importance.

**The rehabilitation and revitalization of the Princely Palace (The E body)**, refer to the rehabilitation of the E body within the building, according to the existing specific legislation concerning historical monuments. The project covers specialized intervention works upon the artistic components of the building. Concerning the rehabilitation of the Princely Palace, the financing contract was signed with the Managing Authority of the Regional Operational Programme 2014-2020. For the implementation of this action, it was necessary to create a partnership (in order to apply for the Regional Operational Programme 2014-2020), in which Alba Iulia Municipality is the Lead Partner, Ministry of Defence as partner 1 and Ministry of Culture as partner 2.

The implementation of this project has 3 stages, in which every stage has each activity.

Stage 1 – pre-contractual – **Defining the investment project**: 1. *Identifying the needs and the opportunities*; 2. *The Evaluation of the approval documentation and the uptake of the technical and economic documentation*; 3. *Technical Project, Approvals*;

Stage 2 – Contractual – **The Implementation of the Investment Project**: 4. *The Management of the Project*; 5. *Public Procurement*; 6. *Informing activity, advertising and promotion of the Project*; 7. *The Implementation of the Investment Project. Execution of the restoration and construction works*; 8. *Digitizing the Patrimony Objective*; 9. *The introduction of the tourist objective in the public circuit*; 10. *Audit*;

Stage 3 – Post contractual – 11. *The final reception of the investment objective*; 12. *The official accreditation of the Principality of Transylvania Museum*.

According to the ***Marketing Plan for the Princely Palace from Alba Iulia***, the implementation of the Investment Project Rehabilitation and revitalization of the Princely Palace, will contribute to the promotion in medium and long term of the local cultural heritage and its values.

The rehabilitation of the Princely Palace is in accordance with the general objective of the Strategy: 1. Sustainable growth, intelligence and economic competitiveness, Intervention field 3: Sustainable development of cultural, business and conference tourism, alongside the efficient use of branding strategies.

The main result of the rehabilitation and revitalization project of the Princely Palace is the development of an exhibition center within the heart of Alba Carolina Citadel, which will become a functional space for the local residents and also a tourist attraction.

The implementation of the Investment Project Rehabilitation and revitalization of the Princely Palace will make Alba Iulia a tourist destination on the international tourist map with an increased number of overnights of 20 % by 2023; an attractive place for investors with an increased rate of investments in tourism of 30 % by 2023; a city for people, with an increased population of 20% by 2023.

In the *Marketing Plan for the Princely Palace from Alba Iulia*, the implementation of the Investment Project Rehabilitation and revitalization of the Princely Palace had some specific risks identified:

| <b>Risk</b>   | <b>Probability</b> | <b>Impact</b> | <b>Countermeasures</b>  |
|---|--------------------|---------------|---|
| Delays in the conduct of public procurement procedures.   | Medium             | Medium        | Acquisition documentation as clear as possible and detailed, scoring and selection systems that do not leave room for interpretations.            |
| Financial allocation of resources.  | Low                | High          | Financial allocation of resources right and in time, early submission of reimbursement requests, in the extreme, the lending of the municipality. |
| Unexpected restoration works.   | Low                | Medium        | Technical assistance from architects to adapt the project.  |
| Archaeological excavations. It is possible that during the works, can be discovered new archeological ruins and the works have to stop. | Low                | Low           | Permanent supervision, working committees with all the interest factors.  |
| Bad weather for the restoration works.  | High               | High          | Very careful planning of the works, as for the inside and for the outside.  |

## 2. Outline Implementation Plan

The integrated approach brings together social, economic and environmental actions to address a policy challenge in a holistic manner in order to avoid negative factors and to promote a genuine and innovative solution to complex urban problems. Cities need to ensure horizontal, vertical and territorial integration in the delivery of their urban strategies/action plans which represents a key challenge to be addressed by cities all over Europe, and the results of Alba Iulia constitutes a positive example in this respect. Moving from strategy to action plan and implementation is a major challenge for all the local communities, while integrating different strategies in a coherent manner is also a challenge and delivering results through the involvement of the relevant stakeholders who could influence the impact of an action is also a challenge for today's communities.

The project initiates the rehabilitation of the all quarter of the Palace. Consolidated, restored and equipped facilities according to the proposed functions are to be introduced into a local, national and international cultural circuit on the one hand and on the other hand they will define the Principality Museum as an institution open to urban space. This building is close to one of the main attractions, the Roman Catholic cathedral and the palace of the Roman Catholic Archdiocese. Through the rehabilitation of the Palace another phase of the citadel project will be completed and with that a new area previously abandoned will become a lively area.

Related challenges for the implementation:

| Implementation Related Challenges    | Challenge at the city level   |
|--------------------------------------|---|
| 1. Fostering the integrated approach | <ul style="list-style-type: none"> <li>• At what extent the actions to be implemented are part of an integrated approach at local, regional, national or international level;</li> <li>• Connect the actions of the municipality dedicated to the celebration of 100 of Unification with regional and national initiatives. Involving stakeholders from regional and national level into the actions of the municipality;<br/>Concerning the rehabilitation of the local heritage of National importance, the challenge is to contribute to the reunification of the national heritage in a sustainable manner and including it in new cultural routes, in research activities and educational activities.</li> </ul> |
| 2. Involving local stakeholders      | <ul style="list-style-type: none"> <li>• Generating new world records through the participation of citizens;</li> <li>• Involving different stakeholders to the implementation for enhancing the results and for bringing added value;</li> <li>• Increasing the appreciation of the citizens for their city and especially for the local heritage;</li> <li>• Increasing the awareness of citizens and nationals on the importance of Alba Iulia in the history of Romania;</li> </ul>   |
| 3. Measuring impact                  | <ul style="list-style-type: none"> <li>• Using the most efficient instruments for measuring the impact;</li> </ul>  |



|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• Generating lessons to be learned in the future for the implementation;</li> <li>• Involving local stakeholders for measuring the impact of the actions proposed (focus groups with historians, experts, locals etc.);</li> <li>• Comparing the evolution of indicators (number of people involved in similar actions during last years, number of visitors of the rehabilitated spaces compared to the year before the rehabilitation, involving transnational partners in the process of measuring the impact etc.);</li> <li>• Identifying new instruments for measuring impact (social media campaigns, innovative questionnaires, interviews, mass media appearances etc.</li> </ul>    |
| 4. Moving from strategy to operational action-□ plan                             | <ul style="list-style-type: none"> <li>• Efficient communication of the action before the implementation, during the implementation and afterwards;</li> <li>• Involving relevant stakeholders to materialize the actions in the strategy;</li> <li>• Identifying risks and risk management;</li> <li>• Identifying the relevant human resources to be involved in the implementation of the actions;</li> <li>• Motivating the stakeholders that could influence their participation;</li> <li>• Communicating the political commitment.</li> </ul>   |
| 5/ Developing Public Private Partnerships  | <ul style="list-style-type: none"> <li>• How to develop public private partnerships when the national legislation does not support this kind of collaboration;</li> <li>• How to stimulate the involvement of the private sector of the development of public actions;</li> <li>• Attract partners from private area to the implementation of the actions;</li> <li>• Public private partnerships for communicating results;</li> <li>• Public private partnerships for the implementation of public events (encouraging mecenat);</li> <li>• Encouraging CSR;</li> <li>• Convincing private sector to be more involved in the actions of the municipality concerning rehabilitation and enhancing of the local heritage;</li> </ul> |
| 6. Enhancing funding of urban development policies through financial instruments | <ul style="list-style-type: none"> <li>• How to identify the most relevant financing schemes for your projects?</li> <li>• How to convince stakeholders to contribute?</li> <li>• Identify additional sources to finance the actions – sponsors, mecenat, CSR, national contributions, other sources etc.</li> <li>• Efficient use of the funding allocated to the actions, efficient cost-benefit analysis, generating savings that could enhance the results or bring added value etc.</li> </ul>  |



### 3. Response to the Implementation Challenges

#### a. Ensuring the integrated approach in the delivery of the strategy and their related actions/projects

Delivering a strategy and their actions in a sustainable matter is a challenge at community level. A cultural project it is sustainable at the moment when it is integrated in a general development context (social, economic and environmental).

Alba Iulia Municipality was focusing during the implementation of the INT-HERIT project on integrating the actions in local, regional, national and international context.

- Connecting the actions of the municipality dedicated to the celebration of 100 of Unification with regional and national initiatives. Involving stakeholders from regional and national level into the actions of the municipality.
- Concerning the rehabilitation of the local heritage of National importance, the challenge is to contribute to the reunification of the national heritage in a sustainable manner and including it in new cultural routes, in research activities and educational activities.

#### b. Maintaining involvement of local stakeholders and organising decision-making for delivery

The creation of the ULG for the implementation of the rehabilitation of the Princely Palace, ensured the involvement of different stakeholders also in the implementation of the project financed with ERDF for the rehabilitation of the Princely Palace, bringing new ideas and ensuring the participation of the stakeholders to the decision making.

Through different winning appreciations, Alba Iulia become better known, at national and international level, increasing also the proud of the citizens of Alba Iulia.

Also, Alba Iulia has enjoyed national and international recognition in recent years. In the period 2017-2018, the initiatives developed at the local level brought the following assessments, which during the year 2018 constituted an important visiting card of the municipality in relation to the local and transnational partners.

#### c. Setting up efficient indicators & monitoring systems to measure performance

Alba Iulia has set up different monitoring tools.

The monitoring of the implementation of the actions will be ensured by the municipality through different means. A local team is appointed to be in charge of the implementation through an official decision of the mayor. They have specific tasks ensuring the management of the implementation at all levels (from the technical point of view to the project management specific tasks such as management of resources –human, financial, logistic, time management, communication management, risk management and management of milestones. Also, the communication with different stakeholders is taken into consideration, in order to make sure that stakeholders and the target groups are well involved not only from the planning but also for the implementation period.

Another instrument used by Alba Iulia for monitoring the implementation is the local barometer, a tool used in cooperation with the University of Alba Iulia, in order to monitor the impact of the projects implemented by the municipality on different stakeholders. This tool will also be adapted for the implementation of the Princely Palace.

Other monitoring tools which could be used: offline questionnaires, field visits, online questionnaires using social media, surveys conducted through the smart city platforms of the municipality installed in 15 buses etc.

The plan will be updated if needed as well as the calendar of the implementation. However, there is a risk management taken into consideration and one of the measure is to identify if there is a need to update the plan in order to ensure the efficient implementation of the actions.

#### **d. Moving from strategy to operational action-plan**

In order to ensure the materialization of the strategy's actions into a coherent operational and functional action, Alba Iulia Municipality will focus on:

- Establishing efficient communication of the action before the implementation, during the implementation and afterwards;
- Involving relevant stakeholders to materialize the actions in the strategy;
- Identifying risks and risk management;
- Identifying the relevant human resources to be involved in the implementation of the actions;
- Motivating the stakeholders that could influence their participation;
- Communicating the political commitment.

#### **e. Setting up Public Private Partnerships for delivery**

Public partnerships in Alba Iulia Municipality is a challenge due to the legal framework in Romania that does not encourage these kinds of partnerships. However PPP will play an important role in the implementation process and during the project implementation the lessons learned from the other cities contributed by bring value to the project.

At local level during the project implementation and after, Alba Iulia Municipality will also focus on:

- how to develop public private partnerships when the national legislation does not support this kind of collaboration
- how to stimulate the involvement of the private sector of the development of public actions
- attract partners from private area to the implementation of the actions
- public private partnerships for communicating results
- public private partnerships for the implementation of public events (encouraging mecenat)
- encouraging CSR
- convincing private sector to be more involved in the actions of the municipality concerning rehabilitation and enhancing of the local heritage.

Different Companies have started to support the development of cultural events in Alba Iulia.

The best PPP example born within the lifetime of the INT-HERIT Project is Alba Iulia smart city pilot project: Alba Iulia had in 2018 the ambition to become the first Smart City in Romania to implement smart city solutions through investments whose costs are borne exclusively by private companies in the context of the Centenary. Thus, the pilot project is based on the conclusion of partnerships with associations, companies, research-development institutes, universities and, last but not least, volunteers who will contribute together to build the city where the future was born. 106 intelligent city solutions were contracted until 1 December 2018.

#### **f. Enhancing funding of urban policies by exploring financial innovation (urban development funds, crowd-funding, etc.)**



For the implementation of the strategy's actions taken into consideration within the INT-HERIT project, Alba Iulia Municipality will seek to attract also other sources of financing meant to enhance the impact of the project implementation. Moreover, Alba Iulia will focus on ensuring the efficient use of the funding allocated to the actions, efficient cost-benefice analysis, generating savings that could enhance the results or bring added value etc. which itself is a challenge for the project implementation.

#### Results indicators:

| - <b>Indicator</b>  | - <b>Value baseline</b>  | - <b>Target values</b>  |
|---|--|---|
| - number of visitors per year                                 | - The estimated number of visitors in 2018 is about 501.600.   | - 4 milion/year in 2023   |
| - Estimated budget allocated to cultural heritage/tourism     | - The entire budget of Alba Iulia Municipality for cultural, recreation and religion in 2018 was about 2.214.220 euro (9.963.990 LEI).   | - 5 milion euros invested in 2018<br>- And 10 milion euros invested in 2019<br>-                        |
| - Number of companies in the cultural heritage/tourism sector | - The number of companies in the Cultural heritage/tourism sector are:<br>- - More than 130 companies (travel agencies, accommodation units, restaurants, independent guides). | - 300 companies/agencies active in the field of creative industries, cultural heritage, tourism in 2023 |

| <b>Project indicator</b>                                      | <b>Value of indicator at the begining of the project</b> | <b>Value of indicator at the end of the project implementation</b>  |
|---|--|---|
| Princely Palace included in the cultural itinerary of Romania | <b>0</b>   | <b>1</b>  |
| Visitors before/after restoration                             | 2 000 visitors   | 26 000 visitors in year 1<br>35 000 visitors in year 2<br>43 000 visitors in year 3<br>51 000 visitors in year 4<br>60 000 visitors in year 5 |

#### 4. Learning Journey

When an EU funded project does not work, then there is a risk to lose the finances obtained. In the case of the Princely Palace rehabilitation the main issue was the public tender procedure which was explained in the case examples. The problem of not being able to respect the calendar of activities, would have influence the development of the Project implementation.

From others Alba Iulia learned that it is not hard to get everyone on board to a common goal even if at the beginning the project does not have the political support. We learned from the example of other partners that iconic places have their own story telling and if it is told by persons linking their lives and personal experiences to the places makes the project more attractive for the relevant stakeholders to support it.

New ideas came along the INT HERIT project:

More integration between Citadel and the city - “Make a good selection of the uses – integrate the citadel on one vision and avoid spaces that do not fit in the vision”; “Long term plan for the relation between citadel and the surrounding area of the city – avoid draining everything from the city to the citadel”; “A more opened vision about cultural sector, not only, creative sector but trying to attract cultural” - Citadel is the attractions in which all kinds of technical and cultural investments are put for years and it gives to the Citadel an economical and touristic value. This attraction should work also to open opportunities to business, restoration, accommodations, shops, etc, in the surroundings of the Citadel. A clear plan about what kind of business and activities should be inside or outside the Citadel should be developed and communicated by policymakers to business and citizens of Alba Iulia.

Raise attraction - “Create annual events (classic music event; barocan music event; no only for locals but focus on tourism”; “Medieval market”; “Two churches inside the citadel from different religions next to each other is unique”; “Library into citadel” - Building a good image of Citadel to make it “more” unique for visitor is a vital condition to raise attraction. The image may be created by taking advantage of local culture and values’ promotion or by organizing festivals and special events. There are various festivals and events held every year somewhere in the world, it’s important to identify the kind of events that provide a unique image to Citadel. The impact of festivals on the strategic development of cities and the importance gained by urban areas after organizing these events is well recognized by policymakers.

Engage the ones that can “really” promote the change: “Citadel is not exclusive for tourist so don’t make it only for them”; “Focus on attracting children to the Citadel”; “Link students + tourists + inhabitants”; “Citizens for ideas and interest but not for taking decisions”; “Involve more the university students in the managing side of the citadel new association”; “To increase the cocreation with NGO’s like creative, cultural” – there are a feeling that opening the discussion to a wider group of citizens will not bring added value to the Citadel. This feeling is supported by previous experiences that lead to lack of time and resources. The problem my lay on the consultation process and on the group invited to participate. The Alba Iulia Int-Herit Local Group is a good basis to bring the “right” stakeholders to the discussion and make them feel that they will have a role in the transformation in progress. Bring the unusual suspects (students, NGOs, children, people from arts and sports, etc) that should be involved to increase multidisciplinary and diversity in the project. It is important to create a sense of community on the site, because you will have a lot of people living, working, on the site.

PPPs for development: “Residential project into the citadel”; “Market into the citadel – local products”; “Bring shop of local products into citadel”; “Open market inside citadel charging taxes – every so often!”; “PPPs – invitation to winery’s from Transylvanian to organize a taste wine only buying the



glass”; “Provide financial instruments, legal support or other kind of alliances to facilitate the investment and management”; “Facilitating and promoting social involvement through creative funding strategies – PPP investment and governance”: Citadel offers a great and unexplored potential for partnerships with private investors and business. There are good examples already in place but more creative partnerships can be established. A PPP guide for Citadel, with all the obligations and rights of private and public stakeholders should be developed.

Mobility inside the Citadel: “Lack of car parking”; “Limit the access of cars to some spaces at the citadel”; “More access points – mobility inside citadel, at any time and hour – paid by the business inside citadel – win win situation”; - mobility for people, goods and equipment’s is needed inside Citadel to stimulate more business. However, the mobility should be environmental friendly and not based on cars. A mobility plan for the Citadel should be developed.

Continue the great work in city branding: “Develop a city pass for tourists”; “Cultural activities what about cinema and theater, dance... other arts... in a multi-functional flexible cultural citadel hall” - Alba Iulia has a long-term brand positioning strategy. Strong with a rich history and a complex inheritance (a citadel, historic sites and medieval library) that were left to ruins, Alba Iulia built an integrated branding approach, directly linked with the city’s strategic planning process. This good work should continue!

Do not consume all resources at once: “Invest in the palace step by step – avoid overwhelming projects”; “Priority 1 is inner walls, priority 2 is ditches on the long term”; “Make a good selection of the uses – integrate the citadel on one vision and avoid spaces that do not fit in the vision”; “Provide financial instruments, legal support or other kind of alliances to facilitate the investment and management”; “Facilitating and promoting social involvement through creative funding strategies – PPP investment and governance”– The Citadel is a big project with impact on several generations. It’s important to keep the Citadel development sustainable for the city and to avoid a drainage of all human and financial resources for the Citadel. Define priorities, resources and a time frame for the present and future developments on the Citadel. New, creative and profitable uses for the site should be considered in the business model.

Political support for the Unesco recognition: “Municipal administration into de citadel – for example the culture department”; “Unesco can limit sometimes but it offers many resources”; “Struggle for government support – invite them for a visit and look for the support of the ministry of culture”; “Unesco recognition is a must – it can bring financial resources and ideas”; - There are several benefits for Unesco world heritage, like:

- Identity: The recognised site gets a new identity world over. The status itself confirms about the outstanding and exceptional features of the listed site.
- Funding: The site gets funds from a global body for its protection and conservation.
- Tourism: once listed, it brings international attention to the site. Hence, ensures economic benefits to the nation.
- Protection during wartime: the site becomes protected under Geneva convention against destruction or misuse during war.

Access to global project management resources, as they will be more willing to participate with such projects.



## 5. Synthesis

---

The integrated approach brings together social, economic and environmental actions to address a policy challenge in a holistic manner in order to avoid negative factors and to promote a genuine and innovative solution to complex urban problems. Cities need to ensure horizontal, vertical and territorial integration in the delivery of their urban strategies/action plans which represents a key challenge to be addressed by cities all over Europe, and the results of Alba Iulia constitutes a positive example in this respect. Moving from strategy to action plan and implementation is a major challenge for all the local communities, while integrating different strategies in a coherent manner is also a challenge and delivering results through the involvement of the relevant stakeholders who could influence the impact of an action is also a challenge for today's communities.

Along the way new opportunities came up, bringing added value to the project implementation, new funding opportunities, new talents, new skills. See the example of the Children Museum which was subject of a project application in the month of March, complementary to the implementation of the Princely Palace.

The Citadel is a big project with impact on several generations. It's important to keep the Citadel development sustainable for the city and to avoid a drainage of all human and financial resources for the Citadel. Define priorities, resources and a time frame for the present and future developments on the Citadel. New, creative and profitable uses for the site should be consider in the business model.

The problem may lay on the consultation process and on the group invited to participate. The Alba Iulia Int-Herit Local Group has a good basis to bring the "right" stakeholders to the discussion and make them feel that they will have a role in the transformation in progress. Bring the unusual suspects (students, NGOs, children, people from arts and sports, etc) that should be involved to increase multidisciplinary and diversity in the project. It is important to create a sense of community on the site, because you will have a lot of people living, working, on the site.

Building a good image of Citadel to make it "more" unique for visitor is a vital condition to raise attraction. The image may be created by taking advantage of local culture and values' promotion or by organizing festivals and special events. There are various festivals and events held every year somewhere in the world, it's important to identify the kind of events that provide a unique image to Citadel. The impact of festivals on the strategic development of cities and the importance gained by urban areas after organizing these events is well recognized by policymakers.

The model of Alba Iulia is perfectly replicable to other cities, no matter the size of the city. However, since small and mid-sized cities are facing more difficulties in identifying financing for their local strategies the practice of Alba Iulia will become an useful tool for cities of smaller size or of same size.