

# SHARE project case studies report

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## 1. The SHARE project

This €1.4 million project co-funded by the European Regional Development Fund (ERDF) through the Interreg Europe programme interprets urban areas and tourism destinations as testbeds of innovation.

The main aim of the SHARE project is to exchange know-how related to the management of cultural heritage in tourism destinations and urban settings in order to identify best practices and innovative methods to manage them adopting smart(er) approaches, including those used by smart cities and smart tourism destinations.

Project start: January 2017

Project end: December 2020

For more information on the SHARE project: <http://www.interregeurope.eu/share/>

## 2. Project partners

- Sviluppumbria Regional Development Agency (Italy) – Lead Partner
- University of Greenwich (UK) – Advisory Partner
- County Administrative Board of Östergötland (Sweden)
- Regional Government of Extremadura (Spain)
- City of Šibenik (Croatia)
- North-East Regional Development Agency (Romania)
- Pannon European Grouping of Territorial Cooperation Ltd. (Hungary)

### Project aim

One of the key innovative elements of the SHARE project will involve the development and testing of a new pan-European framework for local decision makers to identify innovations and manage places sustainably and, more specifically, cultural heritage in tourism destinations. In order to achieve this, the project will review relevant urban policies across 6 European countries and develop bespoke research in the form of case studies, tourism destination audits and surveys of key local stakeholders. The findings of this research will inform the creation of six Action Plans, which will be tested on the ground during the duration of the project and will ultimately lead to the transfer of the project's outputs into mainstream policy in each country.

### 3. Romania - Vaslui

The territory of Vaslui has been permanently inhabited from the Neolithic period onwards. The first documents mentioning the Vaslui fair date back to the second half of the 19<sup>th</sup> century. The period of maximum blossoming of the medieval fair was the reign of Stephen the Great, when he established a Royal Court (1470) and granted great privileges to the settlement. Between the sixteenth and nineteenth centuries, the importance of the city diminished and it became a small trade fair which focused on agricultural and commercial activities.

Around 1900 there were nearly 10,000 inhabitants of the city. Despite a relative inter-war prosperity, the city's population did not exceed 15,000 inhabitants until the Second World War. By the end of the war that figure had dropped to less than 12,000, according to the 1948 census.



**Figure 1.** Vaslui city centre c.a. 1900

(Source: [http://www.bivaslui.ro/portal/?l=rou&s=3&a=istoria\\_orasului\\_vaslui](http://www.bivaslui.ro/portal/?l=rou&s=3&a=istoria_orasului_vaslui))

After the establishment of the Communist regime, Vaslui had a slow evolution until 1968 when it became the Vaslui County. This status, as well as the aggressive policy of industrialization and urbanization encouraging the population to move from the villages and the conversion from agriculture to industry led to the city's population growing rapidly so that the city had reached over 80,000 inhabitants by 1989. During this period, the economy of the city became increasingly dependent on industry, with large units being opened in the textile, food, chemical, woodworking, construction materials and machine building industries. Consequently the old city's heart has been almost completely replaced by housing blocks and construction specific to the communist period, so that more than 80% of the inhabitants live in standardized apartments with relatively low comfort which were often made in a hurry using poor quality materials which were energy inefficient. However, the communist period has also brought some benefits from the perspective of the population's access to some public infrastructure and services, from basic utilities and works to prevent natural risks (floods, landslides and such like), to transport infrastructure, sports, cultural, educational, health and other public services.



**Figure 2.** The administrative palace in Vaslui city, construction specific to the communist period.

Source: <http://www.primariavs.ro/re.do?cmd=classPage&id=302&ids=302,235>

The collapse of Communism in 1989 also marked the decline of the Centralist economy. At the local level, this meant the restructuring and disappearance of many industrial enterprises and the lay-off of tens of thousands of employees, The gaps left in the labour market have not been filled by private investment and associated entrepreneurial activity, and there is a much lower volume of foreign investment as compared to the Western part of the country, which has easier access to Western markets. With the accession to the European Union and the gradual liberalization of the labour market and with the increase in the cost of living, people who have not found a job at the local level generally preferred to migrate abroad or to other cities in the country or back to the rural areas they came from, so that the population of the city has dropped from over 80,000 to just 55,000 at the last census in 2011.

This socio-economic and demographic decline has been addressed in recent years, as local authorities have carried out extensive public investment projects, using mainly European funds for the 2007-2013 programming period. They were oriente towards the road, bicycle and pedestrian transport infrastructure, public transport, the regeneration of urban spaces, the restoration of patrimony objectives, the development of the social and educational services infrastructure and the infrastructure of the city. Overall, over EUR 50 million was invested by the municipality between 2007-2016. These investments have changed the face of the city and contributed to a significant improvement in the quality of life of the inhabitants.



**Figure 3.** The Royal Court, after rehabilitation.

Source: <http://www.primariavs.ro/re.do?cmd=classPage&id=302&ids=302,235>

The measures foreseen in the strategy target the themes addressed by the SHARE project but primarily sustainability:

*Sustainability: expanding and modernizing public electric transport; expanding bicycle tracks and setting up parking and storage areas for them; reconfiguring the traffic junctions and completing the pedestrian zone system; rehabilitation and modernization of streets; expansion and proper parking management; modernizing the traffic light system and setting up a traffic management centre; eliminating heavy traffic from the city; thermal rehabilitation of public buildings and blocks of flats; expanding and modernizing the public lighting system; expanding the selective collection system for waste and water.*

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• <i>Rehabilitation of historical monuments in Vaslui (eg Royal Court Area);</i></li> <li>• <i>Existence of protected natural areas, including the Natura 2000 site status (Botanical Reserve "Coasta Rupturile Tanacu" (6 ha), "Hârboanca" Forest Reserve (40.8 ha) and the "Bălteni" Forest Reserve (18.8 ha));</i></li> <li>• <i>The existence of a tourism information and promotion center (since 2016);</i></li> <li>• <i>Extending and diversifying the base of accommodation and public catering;</i></li> <li>• <i>Green spaces and modern playgrounds (modernization of the Copou Park, one of the most attractive dendrological parks in the country);</i></li> <li>• <i>The availability of public leisure facilities in Vaslui (toboggan run, ice rink, picnic, swimming pool);</i></li> <li>• <i>The strategic location at the eastern border of Romania and the EU with the Republic of Moldova;</i></li> <li>• <i>The success of local public authorities in the absorption of European funds available during the period 2007-2013;</i></li> <li>• <i>Low level of air pollution generated by industrial activities;</i></li> <li>• <i>Vaslui railway station, modernized;</i></li> <li>• <i>The existence of a modern intermodal terminal for public transport;</i></li> <li>• <i>Modernization of public transport infrastructure (trolleybus);</i></li> <li>• <i>Modernization of main road arteries;</i></li> <li>• <i>The existence of a network of bicycle tracks in the upgraded streets;</i></li> <li>• <i>Exclusive pedestrian zones and modern public spaces;</i></li> <li>• <i>The availability of a modern video surveillance system for public spaces in the city;</i></li> <li>• <i>Extension and partial upgrading of the public and architectural lighting system;</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Advanced state of degradation of built heritage objectives;</i></li> <li>• <i>The relatively small number of important tourist attractions, whether natural or built, as well as large-scale events that support mass tourism;</i></li> <li>• <i>Low tourist traffic in the area of the municipality, reduced share of foreign tourists and very short stay of visitors, which does not allow the HORECA (HOTels, REstaurants, CAtering) sector to develop;</i></li> <li>• <i>Lack of thematic touristic routes at metropolitan, county, regional and cross-border level, including the potential attractions in the area;</i></li> <li>• <i>The lack of 4 and 5 star accommodation units for the development of business tourism, large conference rooms and exhibitions as well as SPA facilities;</i></li> <li>• <i>Relatively poor cultural supply and consumption in the municipality of Vaslui compared to other municipalities county residence;</i></li> <li>• <i>Lack of modern infrastructure for cultural activities and events in Vaslui;</i></li> <li>• <i>Physically and morally worn sports infrastructure at the level of Vaslui municipality (eg MOVAS and MOLDOSIN sports bases);</i></li> <li>• <i>Insufficient infrastructure for practicing outdoor sports (eg roller skateboard, etc.);</i></li> <li>• <i>Exposure of the area to natural hazards (floods, landslides, earthquakes);</i></li> <li>• <i>The very high magnitude of the internal and external migration phenomenon;</i></li> <li>• <i>The low level of economic development, the low volume of foreign investments and the poor development of entrepreneurship;</i></li> <li>• <i>Nearly non-existent technology transfer between the research and productive sectors;</i></li> <li>• <i>Lack of RDI public entities, as well as support infrastructure for business and innovation;</i></li> </ul>

<ul style="list-style-type: none"> <li>• Availability and high quality of telecommunication services;</li> <li>• Infrastructure and modern facilities available to the County Emergency Hospital</li> </ul>	<ul style="list-style-type: none"> <li>• Poor development of associative spirit among the business environment and involvement in cluster structures;</li> <li>• Indirect access to the TEN-T network and lack of fast transport links with the main urban poles in the country and the western border;</li> <li>• Transit Vaslui City and adjacent rural communities by heavy traffic;</li> <li>• Inappropriate technical condition of some national and county roads that connect with the localities in the metropolitan area and the county;</li> <li>• Improved wear and tear of rail transport infrastructure and reduced train speeds;</li> <li>• Deficit of parking places in Vaslui and inefficient management of existing ones;</li> <li>• Deficiency of exclusive pedestrian areas and inadequate condition of existing sidewalks, which does not encourage walking;</li> <li>• Lack of centers for renting and parking bicycles;</li> <li>• The high share of aerial cable networks;</li> <li>• The high CO2 emissions generated by the park (including public and public transport vehicles) and car traffic;</li> <li>• Low energy efficiency and unsightly appearance of public buildings;</li> <li>• The age of existing PUG and RLU;</li> <li>• Decrease in secondary school graduates interest in vocational education in favor of high school theoretical and inadequate adaptation of theoretical training to employers requirements;</li> <li>• Surface water and groundwater pollution in Vaslui Metropolitan Area as a result of anthropogenic activities;</li> <li>• Existence of abandoned or partially abandoned industrial areas (brownfield);</li> <li>• The deficit of green spaces in Vaslui and the unbalanced territorial distribution of the existing ones;</li> <li>• Anthropic pressures on natural habitats and protected areas in the area, amplified by the lack of approved management plans;</li> <li>• Insufficient implementation of ICT tools in local public administration, translated into the low number of on-line public services and their users.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Eligibility of Vaslui for non-reimbursable financing for integrated sustainable urban</li> </ul>	<p><b>Threats</b></p>

<p><i>development, support to the SME sector, research and innovation, education and training, cross-border cooperation, tourism promotion, cultural heritage preservation, public and residential buildings rehabilitation, functional degradation of degraded lands;</i></p> <ul style="list-style-type: none"> <li>• <i>Development / upgrading of priority TEN-T road, rail and air axes in the region;</i></li> <li>• <i>Developing the information and communications technology sector and the availability of SMART CITY applications;</i></li> <li>• <i>Increasing the attractiveness of the domestic business environment for foreign investors;</i></li> <li>• <i>Valorising and promoting the tourism potential of the region; the increase in the number of tourists visiting Romania and the region;</i></li> <li>• <i>Support the development of agritourism around the city;</i></li> <li>• <i>Increasing people's interest in technical and vocational education and CVT;</i></li> <li>• <i>Increasing the number of public-private partnerships and adopting new legislation in the field.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Allocation of reduced funds from the state budget for preservation and revitalization of cultural heritage;</i></li> <li>• <i>Insufficient and inefficient promotion of Romania as a tourist destination abroad;</i></li> <li>• <i>The high probability of a major seismic occurrence in Moldova;</i></li> <li>• <i>Accentuating the effects of climate change on a local level;</i></li> <li>• <i>Reduction of investments from the state budget for infrastructure and urban development projects;</i></li> <li>• <i>Accelerating the decline and aging of the population;</i></li> <li>• <i>The massive migration of the young population to university centers and other European countries;</i></li> <li>• <i>Increasing the fleet and overloading the transport infrastructure;</i></li> <li>• <i>Insufficient government support for the development of the SME sector;</i></li> <li>• <i>Complex legislative framework, unstable, inflexible, uncorrelated and excessive taxation;</i></li> <li>• <i>Competition for labor force and tourists exercised by higher-ranking cities in the region and in the country (Iasi, Bucharest, Galati).</i></li> </ul>
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## Strategic development objectives of the area

The selected area is not urbanized by a Zonal Urban Plan or by its own management plan, where 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 objectives;
- Promoting sustainable mobility in the central area by extending and upgrading the public transport system, cycling system, rehabilitation of streets, sidewalks, setting up new parking spaces, modernizing intersections, intelligent traffic management, eliminating heavy traffic;

- Increase energy performance of public buildings, housing blocks and public lighting system;
- Development of artistic vocational education;
- Extending 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 areas and promenade, including ecological surface water;
- Modernization of the technical and public infrastructure.

For more information related to this case study, refer to the full case study questionnaire in the appendix or the following sources:

1. [http://www.bjvaslui.ro/portal/?l=rou&s=3&a=istoria\\_orasului\\_vaslui](http://www.bjvaslui.ro/portal/?l=rou&s=3&a=istoria_orasului_vaslui)
2. <http://www.primariavs.ro/re.do?cmd=classPage&id=393&ids=393,235>

## 4. Romania - Bacău municipality

The territory of Bacău can trace its development back to the paleolithic, Mesolithic and Neolithic periods, and it was fully established by the medieaval period. However, the first real documentary evidence of the settlement can be traced back to the time of Prince Alexandru Bun (1408). During the medieval period, the city played the role of customs between Moldova, Transylvania and Wallachia, a turning point being the construction of the Princely Court and the Precisical Church (1481-1496) by Alexander the son of Stephen the Great. The sfuture development of the city fluctuated between growth and decline, so that in the first half of the century, the nineteenth century still had a typical rural appearance, with the exception of the main artery, in the north-south direction (the so-called “Ulița Mare”), where there were many commercial areas of romanian and armenian merchants. In the second half of the century, the construction of the railway and the bridge over Bistrita led to the extension of the city to the west and east, but excluding the central area, with a trade and craft profile, the periphery retained the rural aspect, with small wood and earth houses inhabited by peasants and workers, unpaved streets, and insular areas.

The interwar period brought an important territorial extension of the city by introducing into villages villages (Șerbănești, Gherăiești, Izvoarele de Sus), successive plots (eg the CFR District) and the setting up of green spaces (Cancicov Park). The inter-war Bacău population grew relatively slowly, from 19,000 inhabitants in 1912 to 31,000 in 1930.



**Figure 4.** Bacău city centre c.a. 1900.

Source: <http://www.desteptarea.ro/bacaul-de-altadata/>

The Communist period was an unprecedented expansion for Bacău, in the wider context of forced industrialization and urbanization policy coordinated at national level by communist authorities. These urban transformations have occurred both horizontally, through the massive expansion of the building and the vertical, by the lifting of multi-storey buildings. Thus, in the central area, instead of the old artisan and commercial nucleus of the city, an administrative area and a civic center have been consolidated, concentrating the most important institutions (City Hall, Prefecture, County Library, House of Culture, etc.), Commercial spaces, but also many blocks of flats. Most of the old buildings were demolished to make room for the concrete and concrete prefabricated concrete constructions specific to the communist period, except for prefectural, post office, theater, former County Libraries etc. Also during this period were the large assemblies of collective dwellings, the so-called

neighborhoods with blocks, especially in the north-south direction (Carpati Cornisa, Bazaar Letea, North) and also to the west (Bacovia). Of the residential areas developed especially during the interwar period, the 6th March area (between the train station and the civic center), (CFR, Vasile Roaita), as well as the old integrated villages in the town (Șerbănești, Gherăiești, Izvoare). Extensive industrial areas have been set up mainly on the southern outskirts where George Enescu International Airport is located, west and northwest of the city, with energy, chemical, wood processing, food, textile, aircraft construction, metal working, Building materials, etc. It has also invested heavily in infrastructure for land improvement, technical, public, sanitary, educational, social, cultural, sports, leisure, etc. The result of this process of industrialization and rapid urbanization was the growth of the city's population from 34,000 in 1948 to over 200,000 in 1990, primarily by attracting massive labor inputs from rural areas into the industrial sector.



**Figure 5.** Bacău city centre c.a. 1970 with architecture specific to the Communist period.

Source: <http://www.desteptarea.ro/bacaul-de-altadata/>

The abolition of the communist regime in 1989, as well as the gradual transition to a market economy, meant for Bacău a long process of economic restructuring, which led to the disappearance of many communist enterprises, layoffs, unemployment, but also the development of local entrepreneurship. Disappearance Tens of thousands of jobs in the industry has led to massive internal and external migration of local labor, as well as to the reorientation of the remaining to viable sectors in the new economic context, such as trade and services. Thus, the population of the city decreased from 205,000 in 1992 to just 144,000 in 2011, similar to the one in the early 1980s. Many of the communist industrial platforms have been totally or partially abandoned, many commercial and service spaces have been built (e.g. mall, bank agencies, supermarkets, etc.), respectively individual dwellings, especially in peripheral areas, often insufficiently regulated urban and equipped technical-community.



**Figure 6.** Precista Church after rehabilitation.

Source: <http://bacaulturistic.ro/attractie/biserica-precista-2/>

The post-accession period to the European Union, started in 2007, meant for Bacău a revival of public investments, after more than 15 years of stagnation or even regress, made especially

with European funds. They covered basic infrastructure and services (water-canal, waste management, public lighting) as well as transport (modernization of streets, bridges, passages, bicycle tracks), social, educational, sanitary, sports, cultural, but And recreational areas and green spaces (eg holiday island), thermal rehabilitation of housing blocks, district heating system etc. Overall, only the municipality has invested about 180 million Euros between 2007 and 2016, out of which 81 million Euros from European funds, plus the investments of the County Council, intercommunity development associations from the public utilities and the private ones. It is worth mentioning the unprecedented development of the George Enescu International Airport, which reached 415,000 passengers in 2016, compared to only 113,000 in 2007. In addition, Bacau was awarded the title of Youth Capital in Romania in the period May 2017- May 2018.

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• <i>Elaboration of a site management plan The "Royal Court" ensemble (carried out within the project with EEA-financed "SUSTCULT", implemented by the Local Development Agency);</i></li> <li>• <i>Existence of a reservoir of protected reservoirs on the Bistrita river;</i></li> <li>• <i>Launch of the Bistrita river resort development project;</i></li> <li>• <i>Existence of a large sports complex (stadium, swimming pool, sports hall, athletics hall, esplanade)</i></li> <li>• <i>Increasing the number of accommodation units;</i></li> <li>• <i>Existence of more attractive green areas for visitors and residents in the central area as well as generous and modern pedestrian traffic (center, main arteries, Cancicov Park);</i></li> <li>• <i>Geographical position favoring touristic transit, location on an important traffic axis;</i></li> <li>• <i>Developing international airport and regular flights to cities in Italy and the UK;</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>The lack of a well-defined historical center, the old core of the city being almost completely destroyed during the communist era;</i></li> <li>• <i>Insufficient capitalization of the existing cultural heritage;</i></li> <li>• <i>Lack of a local culture strategy undertaken by the municipality, especially for the young public, despite the submission of the initial application for the European Capital of Culture status in 2021;</i></li> <li>• <i>Relatively low offer of leisure activities and concentration of existing events in the central area, with no offer in neighborhoods;</i></li> <li>• <i>The low number of seasonal events that have the ability to attract many tourists;</i></li> <li>• <i>Partial degradation of sports infrastructure (eg Letea Sports Base);</i></li> <li>• <i>The degradation of recreational facilities on the western bank of the Bistrita River;</i></li> <li>• <i>Lack of public land reserves for the expansion of sports facilities in the Stadion area;</i></li> </ul>

<ul style="list-style-type: none"> <li>• Satisfactory road and rail connections with Muntenia and the rest of Moldova;</li> <li>• Modernization of the main traffic arteries in the city;</li> <li>• The existence of a public parking payment system through SMS and App;</li> <li>• The status of the university center and the increase in the number of foreign students, with good prospects for providing labor force with higher education;</li> <li>• The existence of an Institute for Research, Development, Innovation, Consulting and Technological Transfer at "Vasile Alecsandri" University, a prerequisite for the development of scientific tourism;</li> <li>• Extension and modernization of sanitary infrastructure;</li> <li>• Transit of tourist interest areas by public transport routes with a satisfactory frequency and with a timetable ... (is it still satisfactory or just that there is?) Of the races;</li> <li>• Very good quality of telecommunication services (fixed and mobile telephony, Internet);</li> <li>• Decrease of the air pollution level after closing the Chemical works</li> </ul>	<ul style="list-style-type: none"> <li>• The average short duration of the tourist stay (transit tourism);</li> <li>• The reduced contribution of tourism to the local economy;</li> <li>• Existence of degraded public spaces in the central area, especially behind the public housing fronts;</li> <li>• Massive labor migration abroad but also to other cities in the country;</li> <li>• Poor development of entrepreneurship and insufficient capitalization of the existing business incubator;</li> <li>• The inadequacy of the offer of vocational education and training in the field of trade and tourism to the requirements of the labor market, as well as the low level of participation of the population in continuous professional training programs;</li> <li>• Road access and poor public transport between the city and the International Airport;</li> <li>• Wear of public transport fleet park, stations and low frequency of races on secondary routes;</li> <li>• Lack of dedicated bicycle tracks;</li> <li>• Wear of the pedestrian infrastructure in the central area (behind the fronts on Marasesti Calea or 9 May Street);</li> <li>• The risk of flooding the banks of some rivers (the western bank Bistrita, Negel, Trebeș-Bârnat);</li> <li>• Existence of areas without public lighting;</li> <li>• High noise pollution (only noise?) Generated by car traffic;</li> <li>• Existence of contaminated industrial sites;</li> <li>• The lack of green spaces and their uneven distribution between different parts of the city;</li> <li>• Clumping the island of leisure</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Possibility to turn the Bistrita bank into a recreational sphere of supramunicipal interest;</li> <li>• The existence of nine protected natural areas around the city with high potential for tourism valorisation;</li> <li>• Winning the title of Youth Capital in Romania and its benefits for cultural attractiveness and offer;</li> <li>• Further development of the airport and increase of the number of external flights;</li> <li>• Consistent land reserves in the municipality (greenfield, brownfield, abandoned public</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Strengthening the climate change phenomenon;</li> <li>• High seismic risk;</li> <li>• The accelerated growth of the car fleet and its pressure on residents, tourists, public and green spaces;</li> <li>• Competition demonstrated at regional level by the city of Iași (inhabitants, students, labor force, tourists);</li> <li>• Difficulties / delays in launching programs with non-reimbursable funding;</li> <li>• Increasing the migration of qualified labor force in the country and abroad, which can lead to a shortage of long-term staff</li> </ul>

<p>spaces) with potential for functional reconversion;</p> <ul style="list-style-type: none"> <li>• The availability of European funds for investment in public transport, non-motorized, park &amp; ride parking, rehabilitation and energy efficiency of public and residential buildings, functional redevelopment of land, preservation and valorisation of built heritage, research and innovation, SME support;</li> <li>• Construction of expressway Ploiești-Bacău-Pascani, Bacău-Piatra Neamț, Bacău-Brașov highway, as well as modernization of the Trans Regio road to Vaslui;</li> <li>• Upgrading the 500 railway line connecting Muntenia to Moldova, Bukovina and Ukraine</li> </ul>	
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## Strategic development goals for the area selected for intervention as part of this project

The selected area does not have a strategy of its own, with the exception of the Royal Court Assembly, for which a management plan has recently been carried out within the SSE 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 provided by the mentioned document for the 2019 horizon are: rediscovering cultural values by the local community; Restoration and conservation of cultural heritage; Valorisation of heritage objectives to strengthen the area as a tourist and cultural destination; Improving tourists and visitor management by increasing tourist access to objectives.

For the rest of the site, development objectives can be found in existing local and regional strategic planning documents (SIDU, PMUD and PUG). They propose the following types of interventions:

- Protection and restoration of heritage objectives, 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 (trails, 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
- Modernizing and improving the energy efficiency of the public lighting system
- Implement a video surveillance system for public spaces
- Modernization of green spaces
- Thermal rehabilitation of public buildings and blocks of flats
- Diversification of cultural offer and events, especially for young people
- Computerization of local administration and implementation of "Smart City" solutions
- Modernization of the technical and public infrastructure

**Public policy documents (at local, national and European level) impacting on the management of the area selected for intervention as part of this project and the location's competitiveness in general.**

### **I. Documents at local, county and regional level**

1. Planul Urbanistic General, inclusiv Regulamentul Local de Urbanism al Municipiului Bacău – publicat în anul 2012 și elaborat de S.C. ARCADIS PROJECT ENGINEERING S.A. Iași, sub coordonarea Arh. Florin MREREJU, disponibil aici:

[http://arhiva.municipiulbacau.ro/subpagini\\_fisiere/RLU\\_BACAU\\_2012.pdf](http://arhiva.municipiulbacau.ro/subpagini_fisiere/RLU_BACAU_2012.pdf). The documents ensure the urban planning of the protection and preservation of the cultural heritage of the municipality and the selected site, as well as of the territorial development of the municipality as a whole.

2. The Integrated Urban Development Strategy of Bacău for 2014-2020 - published in 2017 and elaborated by S.C. GEA STRATEGY & CONSULTING S.A. Bucharest, available here: [https://municipiulbacau.ro/wp-content/uploads/2017/05/01-analiza\\_etapa1\\_sidu-bacaua\\_rev-2.pdf](https://municipiulbacau.ro/wp-content/uploads/2017/05/01-analiza_etapa1_sidu-bacaua_rev-2.pdf). The strategy includes objectives, measures and concrete projects for the preservation, protection and valorisation of cultural heritage, development and promotion of tourism, urban regeneration, encouragement of mobility etc. At the level of Bacău municipality.
  
3. Development Strategy of Bacău County. Framework document for the 2014-2020 programming period - published in 2014 and elaborated by S.C. AVENSA CONSULTING S.R.L. Bacău, available here: [http://www.csjbacau.ro/fisiere/attach/1010\\_134\\_Profil, Swot, Strategie - FINAL\\_13.02.pdf](http://www.csjbacau.ro/fisiere/attach/1010_134_Profil,_Swot,_Strategie_-_FINAL_13.02.pdf). The strategy includes objectives, measures and concrete projects for the preservation, protection and valorisation of cultural heritage, development and tourism promotion etc..
  
4. Bacău County Territory Planning Plan - published in 2003 and elaborated by S.C. VANEL EXIM S.R.L. Bacău, available here: [http://www.csjbacau.ro/fisiere/attach/180\\_55\\_etapa II parte scrisa.pdf](http://www.csjbacau.ro/fisiere/attach/180_55_etapa_II_parte_scrisa.pdf). The plan includes measures to reduce the dysfunctions and disparities registered at the county level in areas such as transport infrastructure, technical-urban infrastructure, local network, built and natural heritage, tourism etc.
  
5. Northeast Regional Development Plan 2014-2020 - published in 2015 and developed by the North East Regional Development Agency, available here: <http://www.adrnordest.ro/user/file/pdr/PDR%20NE%202014-2020%20-%20dec%202015.pdf>. The document basically supports the Regional Operational Program 2014-2020, including a Priority Axis (PA 5) that finances the preservation, protection and sustainable valorisation of the cultural heritage.

6. Northeast Regional Action Plan for Tourism 2017-2023 - currently under development by the North East Regional Development Agency, partially published (Existing Situation Analysis and International Trends) in 2017, available here: [http://adnordest.ro/user/file/regional\\_prat/2017/Analiza%20PRAT%20Nord-Est%202017%202023%20-%20versiune%20aprilie%202017.pdf](http://adnordest.ro/user/file/regional_prat/2017/Analiza%20PRAT%20Nord-Est%202017%202023%20-%20versiune%20aprilie%202017.pdf). It is the main strategic tourism planning document at regional level. Add PRICE 2008-2013 to all case studies

## **II. Documents at national level**

1. Romania's Territorial Development Strategy 2035 - published in 2016 and elaborated by the Ministry of Regional Development, Public Administration and European Funds, available here: <http://www.mdrap.ro/dezvoltare-teritoriale/-2979>. It is the main document of strategic planning in the field of territorial and urban development at national level.

2. The Sectoral Strategy in the Field of Culture and National Heritage for the Period 2016-2020 - published in 2015 and elaborated by the Center for Research and Consultancy in the Field of Culture, available here: [http://turism.gov.ro/web/wp-content/uploads/2017/05/STRATEGIA\\_SECTORIALA.pdf](http://turism.gov.ro/web/wp-content/uploads/2017/05/STRATEGIA_SECTORIALA.pdf). It is the main strategic planning document in the field of culture and heritage at national level.

3. Master Planul pentru Dezvoltarea Turismului Național 2007-2026 – publicat în anul 2007 și elaborat de Autoritatea Națională pentru Turism, disponibil aici: [http://turism.gov.ro/web/wp-content/uploads/2017/05/masterplan\\_partea1.pdf](http://turism.gov.ro/web/wp-content/uploads/2017/05/masterplan_partea1.pdf). It is the main strategic tourism planning document at national level.

4. National Regional Development Strategy 2014-2020 - published in 2013 and elaborated by the Ministry of Regional Development, Public Administration and European Funds, available here: <http://www.inforegio.ro/images/programare2014-2020/Strategia%20Nationala%20Dezvoltare%20Regionala%20-%20iulie%202013.pdf>.

The document bases the 2014-2020 Regional Operational Program, including a Priority Axis (PA 5) that finances the preservation, protection and sustainable valorisation of cultural heritage.

### **III. Documents at European level**

1. Recommendation of the Committee of Ministers to the Member States on the European Cultural Heritage Strategy for the 21st Century - published in 2017 by the Committee of Ministers of the Council of Europe, available aici: [https://search.coe.int/cm/Pages/result\\_details.aspx?ObjectID=09000016806f6a03](https://search.coe.int/cm/Pages/result_details.aspx?ObjectID=09000016806f6a03). The document lays down an integrated strategy for the management of cultural heritage in the European Union.

2. Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions - published in 2014 by the European Commission, available here: <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=COM:2014:477:FIN>. The document lays down an integrated strategy for the management of cultural heritage in the European Union.

3. Europe 2020 Strategy - Published in 2010 by the European Commission and available here: [https://ec.europa.eu/info/strategy/european-semester/framework/europe-2020-strategy\\_en](https://ec.europa.eu/info/strategy/european-semester/framework/europe-2020-strategy_en). The document provides, among others, a thematic objective (OT 6) to protect the environment and promote the efficient use of resources, including patrimony.

For more information related to this case study, refer to the full case study questionnaire in the appendix or the following sources:

1. [http://www.bacauinteractiv.ro/files/Scurt\\_istoric\\_al\\_Municipiului\\_Bacau\\_1.pdf](http://www.bacauinteractiv.ro/files/Scurt_istoric_al_Municipiului_Bacau_1.pdf)
2. <http://www.dozadebine.ro/bacau-municipiul-bacau-scurt-istoric/>

## 5. Romania - Suceava

The present territory of Suceava has been inhabited since ancient times. The first recorded document of the city dates from 1388, but it is believed that it existed before the founding of the medieval state of Moldova. Establishment of the domicile residence of Prince Peter I Muşat in Suceava, at the end of the XIV century was a turning point for the development of the city. It laid the foundations of the Princely Court, raised the Shcheia Fortress (on Zamca hill, largely destroyed by landslides) and the Citadel of the Throne, the symbol of the city today. After a period of stagnation, for military and economic reasons, Suceava became a dynamic urban center during the Austrian occupation (1775-1918), when the city was transformed into an important commercial (customs) centre. By 1912, the city had impressive public buildings, which still exist today, and a modern technical and public infrastructure for that time (electricity, sewerage, drinking water, public lighting, and so on), its population did not exceed 11,000 inhabitants.



Figure 7. Suceava city centre c.a. 1900.

Source:

<http://primariasv.ro/portal/suceava/portal.nsf/AllByUNID/F0517AF103DF97DDC2257BEC0023E128?OpenDocument>

An important stage in the development of the city was the interwar period, when a lot of commercial, craft and industrial activities were developed, which also led to population growth of up to about 20,000 inhabitants, including the inclusion of the former villages of Burdujeni and Ițcani. However, the Second World War also affected the Suceava area, which suffered significant material damage and human losses, so in 1948 the city counted only 10,000 inhabitants.

The establishment of the communist regime meant for Suceava its period of maximum territorial and demographic expansion. Major transformations have taken place since the 1960's, under the umbrella of an extensive systematization and industrialization plan imposed by the political actors at that time. It involved the demolition of a good part of the historic center of the city and the replacement of old buildings with public buildings, commercial spaces, hotels and blocks, construction of new assemblies (Areni, Mărășești, Zamca, Obcini, Cuza Vodă and so on), with thousands of flats for labour attracted mainly from rural areas, of some industrial platforms between the Suceava and Burdujeni River, but also on the border with Șcheia commune. At the old centre, only some more imposing public buildings have been preserved (Administrative Palace, Palace of Justice, Bucovina Museum, Stefan cel Mare National College, Old Hospital in a very large number. The communist period, in spite of brutal urban interventions, also made some progress in terms of transport infrastructure (arranging high-capacity transport thoroughfares, the establishment of the public transport system), technical-municipal, sanitary (the new County Emergency Hospital), educational (the establishment of the "Stefan cel Mare" University, which operated under different names, the construction of nurseries, kindergartens, schools, high schools, and so on), cultural (for example Culture House Unions), sportive (the "Areni" stadium) and so on. The final result of this aggressive industrialization and urbanization policy has been population growth nearly six times between 1956 and 1990 from 20,000 to over 110,000 inhabitants.



**Figure 8.** Architecture specific to the Communist period in the city's centre.

Source:

<http://primariasv.ro/portal/suceava/portal.nsf/AllByUNID/F0517AF103DF97DDC2257BEC0023E128?OpenDocument&StartIndex=3>

The removal of the communist regime and the gradual transition from the centralized to the market economy meant the complete disappearance or the gradual restructuring of most communist enterprises. The industrial sector today has a small contribution to the local economy. The massive staff restructuring in the industry has led to a large number of unemployed, who have either reprogrammed themselves to other economy activities, or migrated to other areas of the country or abroad. The trade and services sector became the main branch of the local economy, taking advantage of the high density of consumers in the area (over 700,000 inhabitants at the county level). Many industrial platforms have thus been converted in malls, hypermarkets and supermarkets, warehouses and so on, the city became one of the largest commercial areas per inhabitant in Romania. On the background of this economic restructuring, even in the conditions of a permanent positive natural growth and an important demographic pool around it, the population of the city fell to 92,000 inhabitants at the 2011 census.

Despite the high demographic decline, joining the European Union represented a new period of growth for Suceava, especially from the perspective of public investments made mainly by European funds. Thus, only by the municipality, projects of over 70 million Euro have been carried out of which over 20 million Euro only from ROP 2007-2013 for the rehabilitation of streets, bridges and passages, urban regeneration of the central area, the construction of underground car parks, the modernization of public lighting, the implementation of a video surveillance system for public spaces, building a cultural center and so on. To this is added the development projects developed by the inter-community associations for the extension and rehabilitation of the water and waste infrastructure, respectively the implementation of an integrated waste management system, of the Suceava County Council (for example, the Rehabilitation of the Throne Citadel, Modernization of the International Airport, the Ambulatory Emergency County Hospital, National Tourist Information and Promotion Center, several tourism promotion projects and the preservation of cultural heritage, including cross-border) and government agencies (for instance, the ring road). Overall, we can estimate the volume of public investments made in the municipality, in the period 2007-2016, to over 150 million Euros, an unprecedented volume in the recent history of the city.



**Figure 9.** The Throne Citadel after rehabilitation.

Source: <http://muzeulbucovinei.ro/cetatea-de-scaun-a-sucevei/>

## Strategic development goals for the area selected for intervention as part of this project

*Sustainability: Implementation of an ecological public transport system; integrated urban management and modeling system for free and easy traffic; expanding the cycle track system; arrangement of shared spaces in neighborhoods; rehabilitation of streets and sidewalks; thermal rehabilitation of public buildings and blocks of flats; increasing the energy consumption of public buildings; the extension, modernization and management of parking facilities; rehabilitation of the district heating system; the implementation of an integrated system for the selective collection of waste; consolidation of the Suceava riverbed; decontamination of polluted industrial land; rehabilitation of Mărăști Park and extension of green areas; revitalization of urban public spaces; expanding and rehabilitating water and waste water infrastructure, including storm sewers.*

*Tourism: arranging pedestrian tours; promoting and capitalizing on cultural and tourist heritage; developing a tourism strategy; designing and promoting a tourist brand; creating thematic touristic circuits; the setting up of new recreation areas (Teodorenii Monastery Hill, Suceava River Meadow, Tătărași); building a sports complex.*

*Heritage: capitalization of the Princely Court Monument for touristic purposes; the implementation of a tourist transport system; rehabilitation of Ițcani Station.*

*Economic development and innovation: establishment of an industrial park; granting tax incentives to investors; promoting local traditional products.*

*Smart City: Implementation of a wi-fi network in public spaces; expanding the video monitoring system; developing a web app to track traffic problems.*

The strategy can be consulted on the Suceava City Hall website:

<http://primariasv.ro/portal/suceava/portal.nsf/AllByUNID/00013B4E?OpenDocument>

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• <i>The very high concentration of heritage objectives, from different historical periods, with an invaluable value (including a UNESCO heritage site)</i></li> <li>• <i>The good conservation status and the high attractiveness of the Moldavian Court of Justice and the History Museum, which benefited from ample restoration and introduction to the tourist circuit</i></li> <li>• <i>The existence of a national tourist information and promotion center</i></li> <li>• <i>Modernization of Bucovina Cultural Center (formerly "Modern" Cinema)</i></li> <li>• <i>Urban regeneration of some areas inside the site (pedestrian areas, green spaces, public lighting) included in PIDU 2007-2013</i></li> <li>• <i>Establishment of two underground parking facilities at the level of the area and modernization of some public transport stations</i></li> <li>• <i>Modernization of main streets, including burial of power cables and modernization of public lighting</i></li> <li>• <i>The thermal rehabilitation of some blocks of flats</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>The negative footprint left by the brutal urban interventions, especially during the communist period, which affected the continuity and appearance of the area</i></li> <li>• <i>Inadequate conservation status and insufficient valorisation of patrimony objectives (eg Royal Court)</i></li> <li>• <i>Physical and moral wear and tear of some sports buildings (Areni Stadium) and cultural (eg the Cultural House of the Trade Unions), as well as the lack of adequate exhibition space for works of art</i></li> <li>• <i>Lack of leisure facilities at Şipote-Cetate Dendrological Park, which is not enough for residents, tourists and visitors</i></li> <li>• <i>Lack of a public transport system for tourists</i></li> <li>• <i>Poor infrastructure for signaling and tourist information (panels, signs, maps, etc.)</i></li> <li>• <i>Insufficient tourism promotion of the area (large events, sports competitions, etc.)</i></li> <li>• <i>The degradation of facades and unsightly appearance of some public buildings and blocks of flats built during the communist era</i></li> <li>• <i>Wear of public transport fleet and lack of a modern management system</i></li> <li>• <i>The lack of pedestrian paths linking the main tourist attractions in the area</i></li> <li>• <i>Lack of an integrated network of bicycle tracks and a rental system</i></li> <li>• <i>High traffic values leading to congestion on major arteries, noise and air</i></li> <li>• <i>Lack of wi-fi hotspots in public spaces</i></li> <li>• <i>Waste of technical-municipal infrastructure (eg water-channel, natural gas, etc)</i></li> </ul>

<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• <i>The availability of European funds for investments in public transport, non-motorized, rehabilitation and energy efficiency of public and residential buildings, preservation and valorization of built heritage, technical-urban infrastructure, etc.</i></li> <li>• <i>Implementation of the urban and general urban planning regulations, as well as recent strategic documents (SIDU, PMUD), with a positive impact on the development of the area</i></li> <li>• <i>Integration of the city into the wider tourist offer of the Bucovina region, an already known and popular brand at national and international level</i></li> <li>• <i>Development of cooperation in the field of patrimony and culture at the level of the metropolitan area</i></li> <li>• <i>Valorisation of traditional ties with the German, Austrian, Polish, Jewish communities, etc. in order to promote local tourism</i></li> <li>• <i>The development of the "Stefan cel Mare" International Airport and the increase in the number of external flights</i></li> <li>• <i>Valorisation of the strategic geographical position of the city, proximity to the border with Ukraine and the Republic of Moldova</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Competition from other tourist areas in the country with better accessibility (e.g. Transylvanian historical centers)</i></li> <li>• <i>Delay in finalizing or starting projects with non-reimbursable financing (e.g. in the area of mobility), with negative impact on the attractiveness of the area</i></li> <li>• <i>Further growth of the car fleet, which aggravates traffic problems in the central area</i></li> <li>• <i>Manifest natural hazards that affect the tourist attractions in the area (eg landslides, earthquakes, etc.)</i></li> </ul>

For more information related to this case study, refer to the full case study questionnaire in the appendix or the following sources:

1.

[http://primariasv.ro/portal/suceava/portal.nsf/35BBBB4116111EDEC2257BEC0023E123/\\$FILE/Istoria\\_Sucevei.pdf](http://primariasv.ro/portal/suceava/portal.nsf/35BBBB4116111EDEC2257BEC0023E123/$FILE/Istoria_Sucevei.pdf)

2. <http://orasulsuceava.ro/descopera/date-generale/istorice/istoria-orasului/>

## 6. Romania - Iasi

The earliest evidence of living in the Iasi area comes from the Paleolithic era, discovered on the hill at the northern Bahlui River, in the central area of today's city. A turning point in the history of the city was the gradual move of Moldavia's capital city from Suceava to Iasi in 1564, a process completed only in 1687.

In the nineteenth century, the quality of construction improved, especially in Copoului area, where numerous landowners reside and the first public garden (the current Copou Park) was established. Overall, the city's area reached about 1,300 hectares around 1900, and the population was about 70,000.



**Figure 10.** Lăpuşneanu Street (c.a. 1900).

Source: [http://www.bg15mc.ro/wp-content/uploads/2011/01/Monografia\\_municipiului\\_Iasi.pdf](http://www.bg15mc.ro/wp-content/uploads/2011/01/Monografia_municipiului_Iasi.pdf)

In the first half of the 20th century, the city's pace of development slowed down. There were new semi-rural and relatively spontaneous neighborhoods. The population of the city reaches more than 100,000 inhabitants during the interwar period.

The Communist period began with recovery efforts after the destruction of the war. The first major urban interventions occurred after the 1950's and especially in the 1960's, under the impetus of the forced industrialization and urbanization policy initiated by the Communist authorities, when nationalization of buildings and implementation of massive systematization plans and investments were started. Thus, the industrial platforms begin to appear. Old buildings, some with patrimony value, were demolished, and in their place blocks of flats were built with a modest architectural quality. Nevertheless, during this period a number of edifices of general interest have also emerged.



**Figure 11.** Headquarters of the County Council – administrative construction carried out during the Communist period.

Source: <http://www.icc.ro>

The period after 1990 was generally characterized by the gradual transition to the market economy. This implied the strong restructuring of the industrial sector, along with the

development of private initiatives, especially in the area of trade and services, the development of the city as a university centre. The city has new commercial spaces, restaurants, cafes, banking agencies, company headquarters, houses and villas (redevelopment areas), both in the central area and the periphery.

The post-accession to the European Union period has meant a boom in public investment, mostly made with European funds. Thus, only the City Hall has invested between 2007 and 2016, over 150 million Euro from European funds, to which more than 120 million Euros have been added from own funds and credits, as well as other tens of millions of Euro through the projects developed by the County Council of Iasi, governmental agencies, university and research institutes, subordinated institutions to the local administration and inter-community development associations in water and sewerage, waste management, emergency situations. Funds were mainly directed to transport infrastructure (passages, streets, traffic management, public transport, and airport), water and wastewater, waste management, district heating, social, educational, recreational, business, research and Innovation, sanitation, restoration and introduction of cultural heritage in the tourist circuit.



**Figure 12.** Palace of Culture in Iasi, after completion of the restoration works.

Source: <http://palatulculturii.ro>

According to the Integrated Urban Development Strategy (SIDU) of the Iasi Metropolitan Area for the period 2015-2030, the main strategic document of strategic planning at local and metropolitan level, recently elaborated, the vision and the specific development objectives of the area for the following years are:

- Development vision: “IAȘI – Intelligent European Metropolis with a competitive national economy and a significant identity built on the historical, cultural and university tradition, animated by a dynamic, creative community with a balanced development supported by high performing public services.”
- The Strategic Development Objectives of the Iasi Metropolitan Area for the 2030 horizon are aimed at: developing a competitive national economy with a distinct identity, supported by the key economic sectors - emerging / new and innovative; strengthening connections to major transport modes and developing a transport system tailored to the travel needs of sustainable cities; providing a territory that supports the development and maintenance of human capital through performing services tailored to needs and accessible to all categories and social groups; affirmation as an attractive metropolis with a strong identity supported by rich resources of anthropic and naturally valued heritage; providing a resilient territory with a high quality of environmental factors; strengthening as a national pole of university and pre-university education; promoting territorial cooperation and solving issues of common interest by creating and developing partner structures at national and international level; increasing administrative capacity and performance in urban management.

### **Strategic development goals for the area selected for intervention as part of this project**

- Sustainability: the expansion and modernization of public transport, including stations, auto parks and rolling stock, dedicated lane arrangement, optimization of

tariff and information system; extension and reconfiguration of pedestrian zones; expanding the Velo infrastructure with the associated facilities; developing the traffic management system; the implementation of a new parking policy, including the provision of new residential, collective and transfer parking facilities; building new bridges; rehabilitation and modernization of streets; upgrading access roads; airport development; revitalization and regeneration of the community public space system, especially in neighborhoods; thermal rehabilitation of buildings; Modernization of the public lighting system; Preventing and combating natural hazards, modernizing and expanding the gas and district heating, electricity and water-canal networks; development of integrated waste management system; realization of forest curtains and afforestation; monitoring and assessing environmental factors.

- Tourism: diversifying tourist and leisure offerings; arranging routes and tourist facilities; setting up a tourist information network; promoting the area as a tourist destination; organizing events, cultural and sports facilities; creating new offers, leisure and leisure facilities.
- Heritage: integration of patrimony buildings into the urban circuit; restoration and modernization of heritage objectives; creating new identity elements in urban space; valorisation and promotion of cultural heritage; the development of cultural and community facilities.
- Economic Development and Innovation: Developing Business Support, Innovation and Technology Transfer Infrastructure; developing entrepreneurial culture; promoting the area as a destination for investment in key sectors; Improving access to the labor market; promoting local products; the sustainable development of agriculture; developing partnerships between the business community and the public sector.
- Smart City: implementing SMART CITY solutions at local government level; expanding video surveillance systems.

The strategy can be consulted on the site of the Iasi City Hall: <http://www.primaria-iasi.ro/imagini-iasi/fisiere-iasi/1473757362-SIDU%20august%202016.pdf>

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Concentration of heritage resources along some axes with potential for tourism development that originated in the city center.</li> <li>• The existence of an emblematic building of the city - the Palace of Culture, recently restored.</li> <li>• Traditional city silhouette on seven hills, defined by heritage buildings („Trei Ierarhi” Church, Moldavian and Bucovina Metropolitan Cathedral, Palace of Culture, St. Nicolae Domnesc Church, Barboi Church, Golia, Cetatuaia Monastery, Galata Monastery).</li> <li>• Valorisation of monument buildings through functional conversions for the purpose of serving with functions and activities of public interest (Mayoralty, UMF Rectorate, Joseph Zoller House, Caza Burchi-Zmeu (Municipal Museum), etc.).</li> <li>• Existence of areas with historical, ambient and architectural value outside the central area (Galata, Frumoasa, Sadoveanu Aleea).</li> <li>• Tradition and cultural dimension of the city as a national brand.</li> <li>• Existence of several competitive tourism products (cultural circuits, nature tourism, city breaks, active and adventure tourism).</li> <li>• Varied range of tourism resources with natural and cultural resources (historical monuments, cultural objectives, places of worship, memorial houses).</li> </ul>	<ul style="list-style-type: none"> <li>• The state of advanced degradation of more than 50% of the most representative monuments of Iași (Museum of Natural History, Philharmonic, Braunstein Palace, Vasile Lupu Normal School, Children's Palace, "Republic" Cinemas, "Dacia" Cinemas, Tineretului House, Canano House, Astronomical Observatory, Turkish Bath, Frumoasa Monastery, Vovidenia Church, etc.).</li> <li>• Partial or total demolition of abandoned industrial heritage monuments (Cigarette Factory, Beer Factory, CFR Workshops).</li> <li>• Destruction / abandonment of medieval monuments (eg Royal Court Area).</li> <li>• Existence of areas with an advanced degree of degradation of private property monument constructions (Langa Colonel Str., Cuza Voda str., St. Sava St., Agatha Bârsescu Street).</li> <li>• Not using the Bahlui River for tourism and recreational purposes.</li> <li>• Lack of a well organized leisure area in the south of the city.</li> <li>• The low number of seasonal events able to attract many tourists (Iasi Holidays, St. Parascheva Feast, FILIT Festivals, FIE, Afterhills).</li> <li>• The reduced duration of the tourists' stay;</li> <li>• Reduced accessibility to some tourist attractions due to the degradation of the access and inland roads.</li> </ul>

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| <ul style="list-style-type: none"> <li>• <i>The existence of an identity, cultural and university axis (Carol I, Independence, Elena Doamna, Tudor Vladimirescu).</i></li> <li>• <i>Informing the inhabitants about the past of the city, knowledge and permanent monuments monitoring through regular meetings of the "Iasi city lovers" Club.</i></li> <li>• <i>Digital preservation of the material and immaterial technical patrimony (Virtual Museum of Industrial Archeology).</i></li> <li>• <i>Cultural and literary excellence preserved through international, national and local festivals.</i></li> <li>• <i>Potential high viti-vinicol in the peri-urban area.</i></li> <li>• <i>Large number of forests around the city with potential for recreation.</i></li> <li>• <i>Existence of high quality public spaces (Palas Garden, Copou Park, National Theater Park, Independence Square, Costache Negri Esplanade).</i></li> <li>• <i>The pedestrianization of some streets (Stefan cel Mare and Saint, Esplanada Costache Negri).</i></li> <li>• <i>The status of a large university center (3rd largest in the country, with over 55,000 students), attractive for foreign students (2,359 foreign students enrolled at the University of Medicine, first in the country) and the high share of students in the total population (18%).</i></li> <li>• <i>The large number of migrants and commuters attracted by the city.</i></li> <li>• <i>Complexity and high capacity of sanitary infrastructure, serving as a regional service.</i></li> <li>• <i>The existence of personalized "brand" transport stations and thematically painted trams.</i></li> <li>• <i>The availability of an interactive map for planning public transport trips.</i></li> <li>• <i>The high degree of use of the tramway as a means of environmentally friendly public transport.</i></li> <li>• <i>The existence of underground car parks in the central area (Unirea and Palas, with over</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>Excessive focus on the tourist promotion of the area on religious monuments, which restricts the ability to attract and categories of tourists interested in other objectives.</i></li> <li>• <i>Not meeting the cultural consumption demand of young people due to the reduced offer of activities and events.</i></li> <li>• <i>Uneven distribution of green spaces.</i></li> <li>• <i>Under-use of spa resources in the Nicolina area.</i></li> <li>• <i>Eccentric positioning of the municipality towards the Siret tourist axis.</i></li> <li>• <i>High volume of traffic that degrades the image and quality of the historical area.</i></li> <li>• <i>Reduced connectivity (especially for pedestrians) in the north-south direction due to the Bahlui River, the Nicolina River and the railway network.</i></li> <li>• <i>Exposure of the municipality to the flood risk due to under-sized sewerage network and some landslides.</i></li> <li>• <i>Existence of many brownfield sites (Industrial Area, Fortus, Nicolina, etc.) that negatively affect the urban landscape.</i></li> <li>• <i>Lack of integration between urban and metropolitan transport; lack of maps or timetables of transport routes to peri-urban areas, as well as corresponding stations in neighboring communes.</i></li> <li>• <i>Under-utilization of railway network and metropolitan mobility stations.</i></li> <li>• <i>Poor state of county access roads in the city.</i></li> <li>• <i>Lack of bicycle parking and discontinuous infrastructure in the central area, track layout on the sidewalks.</i></li> <li>• <i>Deficit of parking places in some central areas (St. Lazar Street, Zimbru Street, University, Anton Şesan).</i></li> <li>• <i>Lack of park &amp; ride facilities at city entrances.</i></li> <li>• <i>Lack of environmentally friendly public transport, offering attractive passenger comfort conditions.</i></li> <li>• <i>Lack of electronic means for passengers in public transport stations.</i></li> </ul> |
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<p>2000 seats) and an existing parking management system.</p> <ul style="list-style-type: none"> <li>• Serving about 30% of the city's surface with bicycle tracks and running bicycle rental centers during the summer.</li> <li>• Rapid development of the IT &amp; C sector.</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of areas not serviced by public transport.</li> <li>• Under-dimensioning and degradation of streets.</li> <li>• Lack of self-regulation to European standards.</li> <li>• Public lighting in some cases inefficient in terms of quality and energy consumption.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Availability of EU funds for integrated urban development (indicative pre-allocation from ROP 2014-2020, PA 4), built heritage, environmental infrastructure, research, innovation, technology transfer, SMEs.</li> <li>• Developing the creative sector in the city, region and the Republic of Moldova.</li> <li>• Development of regional and European partnerships for the creation and support of residential centers for artists, writers and translators.</li> <li>• Supporting and promoting transnational mobility of people and products in the cultural and artistic sector.</li> <li>• The international tendency of capitalizing, expanding and involving the community in setting up public spaces.</li> <li>• Development of Iasi International Airport and increase of the number of external flights.</li> <li>• High population acceptance for non-motorized transport (pedestrian, bicycle tracks).</li> <li>• Easy access to the major markets of the eastern border of the EU.</li> <li>• Partial remigration of the population working abroad.</li> <li>• The high demographic potential of the metropolitan area and the county.</li> <li>• The existence of a national project for the construction of a regional emergency hospital.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• The inadequacy of the local tourist offer to the exigencies of the European tourist with regard to quality, complexity, diversity, safety.</li> <li>• Competition by some regional attraction poles and regional airports (Suceava, Bacau).</li> <li>• Increasing the economic importance of Chisinau airport, less than 150 km.</li> <li>• Tergiversation of the major transport infrastructure projects (Iasi-Tg Mures highway, express roads, modernization of the railway).</li> <li>• Peripheral position in European and national context, reduced connectivity to large markets in Western Europe.</li> <li>• The eccentric position of the city towards the priority TEN-T corridors.</li> <li>• Increase of the car park, overburdening of parking and street tram.</li> <li>• Manifestation of a high-intensity earthquake affecting the older buildings of the 1970s in the city.</li> <li>• Accentuation of climate change with local effects (eg temporary flooding of the streets), correlated with some deficiencies in the adaptation to them (eg subdimensioning of the sewerage network, clogging of the canals, lack of rainwater in many areas).</li> <li>• The emergence of skills shortages in certain areas, due to demographic aging, migration and the disappearance of vocational and trades schools.</li> </ul>

	<ul style="list-style-type: none"><li>• <i>Low GDP per capita in European and national context, despite the continuing economic growth in recent years.</i></li><li>• <i>Competition from the cities of Bucharest and Cluj-Napoca to attract talented students and young people.</i></li></ul>
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For more information related to this case study, refer to the full case study questionnaire in the appendix or the following sources:

1. [http://www.monumenteiasi.ro/pagina.php?v=iasi\\_istoric](http://www.monumenteiasi.ro/pagina.php?v=iasi_istoric)
2. [http://www.bg15mc.ro/wp-content/uploads/2011/01/Monografia\\_municipiului\\_iasi.pdf](http://www.bg15mc.ro/wp-content/uploads/2011/01/Monografia_municipiului_iasi.pdf)

## 7. Romania - Botosani

The city of Botosani Romania dates back to at least 1350. It grew especially between the eighteenth and first half of the 19th century, supported by its status as an important trade fair and craft center of Moldova.



**Figure 13.** The old center of Botosani municipality at the end of the 19<sup>th</sup> century.

Source: [https://www.primariabt.ro/index.php?load=album\\_vechi](https://www.primariabt.ro/index.php?load=album_vechi)

The last half of 19th century and the first of the 20th century marked a decrease in the importance of the city in regional and national contexts, due to the faster access of other cities to transport infrastructure (especially rail), of devastating fires (eg the one in 1887, which destroyed about 450 homes), of the two world wars (which led to the damage valuable buildings such as the Theatre), but also the deportation or emigration of a large number of Jewish people in the 1940s.

The Communist period (after 1945) meant a trebling of the city's population, especially as a result of forced industrialization, coordinated by central authorities), but did not significantly increase the city's offer for visitors, building mainly public and residential buildings with low architectural quality and doubtful construction, often in the immediate vicinity of heritage ones. However, during this period, some cultural and sports facilities were built (such as the Trade Union House or the Municipal Stadium) which have facilitated access to large-scale events.



**Figure 14.** "Nicolae Iorga" Trade Union House of Culture Botoșani, built during the Communist period.

Source: [https://www.primariabt.ro/index.php?load=album\\_nou](https://www.primariabt.ro/index.php?load=album_nou)

The post-Communist period led to a strong restructuring of the local economy and to the emigration of a large part of the population. However, the moment of joining the European Union, as well as the access to the grant opportunities available at this historic moment, laid the foundations for revitalizing the city's cultural heritage and reinventing it as a tourist destination of European importance. More than 10 million Euros have been invested only in the last decade for consolidation, rehabilitation and introduction of several national heritage

objectives in the tourist circuit from the historical center of the city, which will continue in the 2014-2020 programming period.



**Figure 15.** The old city centre of Botosani today, following its regeneration.

Source: [https://www.primariabt.ro/index.php?load=album\\_nou](https://www.primariabt.ro/index.php?load=album_nou)

In accordance with the Integrated Urban Development Strategy (SIDU) of Botosani for the period 2014-2023, the most important and most recently approved strategic planning document at the local level, the vision and community development priorities for the next seven years are:

*Development vision: " At the horizon of 2023, Botosani Municipality will be an urban community adapted to climate change, with low carbon emissions in all sectors, favoring the social inclusion of disadvantaged groups, with non-discriminatory access of the population to infrastructure and quality services with sustainable development focused on economic competitiveness, occupation in sectors with high added value and respect for the environment, capable of attracting and retaining young talents."*

Strategic priorities:

1. *Ensure a climate-friendly growth of the city, based on low CO2 emissions.*
2. *Promoting an inclusive city development focusing on poverty reduction and marginalization and on non-discriminatory access to services.*
3. *Ensure sustainable urban growth, friendly to the environment.*
4. *Increasing the competitiveness of the local economy and generating new jobs.*
5. *Stopping the demographic decline and increasing the city attractiveness for young people.*

**Strategic development goals for the area selected for intervention as part of this project**

- Sustainability: Supporting joint and non-motorized transport; Increasing mobility at the city level; Improving risk management; Ensure people access to sustainable energy infrastructure; Increasing the energy performance of public, residential buildings.
- Tourism: Support sustainable economic used of tourism resources.
- Heritage: Ensuring the preservation and protection of natural and material heritage, biodiversity and landscapes.
- Economic Development and Innovation: Development of infrastructure and support services for business and innovation.
- Smart City: Improving IT in administration and the development of on-line public services.

The strategy includes almost 100 concrete projects proposed for the period 2017-2023 and can be consulted entirely on the site of the Botosani City Hall:

<https://www.primariabt.ro/pdf/diverse/sdl2014-2020.pdf>

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• <i>Rich cultural heritage of national interest.</i></li> <li>• <i>The large number of historical monument buildings and with a valuable architecture (historical centre).</i></li> <li>• <i>Rehabilitation and introduction of historic heritage objectives.</i></li> <li>• <i>The existence of a county museum and memorial houses.</i></li> <li>• <i>The existence of two theatres, a philharmonic and two cinemas.</i></li> <li>• <i>The existence of a county library and school libraries with an important book fund.</i></li> <li>• <i>High potential for development of cultural, religious, leisure, business, agro-tourism tourism.</i></li> <li>• <i>Development and diversification of infrastructure and supply of accommodation and catering.</i></li> <li>• <i>The existence of a National Tourist Information and Promotion Centre.</i></li> <li>• <i>Running large urban regeneration projects (historical centre, civic centre).</i></li> <li>• <i>Modernization of CFR Botosani Train Station.</i></li> <li>• <i>Reduced distance from Suceava International Airport.</i></li> <li>• <i>Rehabilitation and modernization of some arteries, pedestrian areas and city intersections.</i></li> <li>• <i>Existence of a relatively large public transport network.</i></li> <li>• <i>Develop a sustainable urban mobility plan.</i></li> <li>• <i>High quality of infrastructure and telecommunication services.</i></li> <li>• <i>Existence of high agricultural potential (fertile land).</i></li> <li>• <i>Satisfactory air quality.</i></li> <li>• <i>Rehabilitation and modernization of some parks.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Insufficient capitalization of heritage in the area of the historical centre (e.g. cellars, medieval labyrinths, etc.) for tourist purposes.</i></li> <li>• <i>The small number of tourist arrivals and overnight stays, as well as the reduced duration of the visitors' stay.</i></li> <li>• <i>The poor promotion of the local tourist potential and the lack of integrated tourist routes.</i></li> <li>• <i>Lack of a local tourist brand.</i></li> <li>• <i>Poor information and tourist signalling infrastructure.</i></li> <li>• <i>Lack of a cross-border tourist fair.</i></li> <li>• <i>Lack of a suitable headquarters for the "Vasilache" Doll Theatre, the "Union" Philharmonic and Cinema.</i></li> <li>• <i>The shortage of museum spaces and the improper form of some of the existing ones.</i></li> <li>• <i>Lack of a constant calendar of cultural events.</i></li> <li>• <i>Territorial competition with the polarization area of other urban centres.</i></li> <li>• <i>High frequency of days with very high temperatures and drought.</i></li> <li>• <i>Declining and aging trend of the municipality population, due to the high external and internal migration rate.</i></li> <li>• <i>Low share of the population with higher education in relation to the university centres in the region and the phenomenon of "brain-drain".</i></li> <li>• <i>Lack of a General Urban Plan and an updated Urban Planning Regulation.</i></li> <li>• <i>The large number of historical monuments and public spaces in the historic centre with advanced degradation.</i></li> </ul>

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| <ul style="list-style-type: none"> <li>• <i>Lack of historically contaminated sites.</i></li> <li>• <i>Educational, public and private offer, diversified at the local level.</i></li> <li>• <i>Existence of several university extensions.</i></li> <li>• <i>The relatively diversified supply of general and specialist medical services.</i></li> <li>• <i>Investments made in the infrastructure of some hospitals in the municipality, including European funds.</i></li> <li>• <i>Rehabilitation of the Municipal Theatre building.</i></li> <li>• <i>The existence of a modern polyvalent hall.</i></li> <li>• <i>The football team of the city, FC Botosani, is evolving in the first league of Romania.</i></li> <li>• <i>The large amount of non-reimbursable financing attracted by the municipality during the 2007-2013 programming period.</i></li> </ul> | <ul style="list-style-type: none"> <li>• <i>The low attractiveness of the large assemblies of collective dwellings built during the communist period.</i></li> <li>• <i>Unsurprising appearance and low energy performance of public and residential buildings (blocks).</i></li> <li>• <i>The large number of unconsolidated buildings with seismic risk.</i></li> <li>• <i>The high share of unmodernised streets without sidewalks.</i></li> <li>• <i>Reduced and unattractive alternatives to motorized transport.</i></li> <li>• <i>The increased deficit of parking places in the central area and in the large collective housing units.</i></li> <li>• <i>Poor state of national and county roads that provide access to the city.</i></li> <li>• <i>High wear rate of transport infrastructure with tram and rolling stock.</i></li> <li>• <i>High traffic congestion on main roads.</i></li> <li>• <i>The lack of a metropolitan, ecological integrated transport system integrated with the county and inter-county one.</i></li> <li>• <i>The existence of public areas with high risk of crime and high crime that are not video surveillance.</i></li> <li>• <i>Insufficient extension and low energy efficiency of the public lighting system in the city.</i></li> <li>• <i>Lack of an underground drainage system for cables.</i></li> <li>• <i>Poor development of RDI infrastructure and services.</i></li> <li>• <i>Poor development of associative spirit among the business environment and insufficient horizontal and vertical collaboration between them.</i></li> <li>• <i>Lack of collection points for buried waste.</i></li> <li>• <i>High volume of CO2 emissions and noise pollution generated by car traffic.</i></li> <li>• <i>The existence of natural and anthropic soil degradation phenomena and the existence of many brownfields.</i></li> <li>• <i>The high risk of exclusion from the labour market of disadvantaged groups and poor development of the social economy sector.</i></li> </ul> |
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	<ul style="list-style-type: none"> <li>• <i>The high number of people at risk of social exclusion and of the beneficiaries of social benefits in relation to the capacity of the social services infrastructure.</i></li> <li>• <i>Inadequate adaptation of the educational offer to the requirements of the business environment.</i></li> <li>• <i>Reduced number of people participating in continuing vocational training programs.</i></li> <li>• <i>Insufficient capacity and insufficient endowment of some medical units, in the context of the rapid progress of the technologies in the field.</i></li> <li>• <i>Chronic shortage of specialist physicians and medical staff with middle-class education in the public system.</i></li> <li>• <i>Advanced physical and moral wear and tear of existing sports infrastructure and lack of facilities for certain sports.</i></li> <li>• <i>Insufficient use of ICT tools in local public administration and low online public services.</i></li> <li>• <i>Inadequate development of skills in the local public administration staff.</i></li> <li>• <i>Poor institutional and financial capacity of intercommunity development associations.</i></li> <li>• <i>Insufficient cross-border cooperation.</i></li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• <i>The status of a county seat and proximity to the border with the Republic of Moldova and Ukraine.</i></li> <li>• <i>Developing the information and communications technology sector and increasing the number of Internet users.</i></li> <li>• <i>Modernization of priority TEN-T road, rail and air axes.</i></li> <li>• <i>Improvement of domestic firms' access to the ex-Soviet market.</i></li> <li>• <i>Increasing the attractiveness of the domestic business environment for foreign investors.</i></li> <li>• <i>Supporting the associative spirit and developing clusters at the regional level.</i></li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• <i>Risk of occurrence of medium intensity earthquakes.</i></li> <li>• <i>Migrate the working population (both highly qualified and unqualified) to other larger urban centers or other countries.</i></li> <li>• <i>Increasing the fleet and overloading the transport infrastructure.</i></li> <li>• <i>Orientation of foreign and domestic investors to emerging markets with high potential for growth.</i></li> <li>• <i>Insufficient government support for the development of the SME sector.</i></li> <li>• <i>Increasing climate change.</i></li> <li>• <i>Insufficient and inefficient promotion of Romania as a tourist destination abroad</i></li> </ul>

<ul style="list-style-type: none"> <li>• <i>Increasing public and private investment for environmental protection.</i></li> <li>• <i>Valorisation and promotion of the tourism potential of the region; Increasing the number of tourists visiting Romania and the region.</i></li> <li>• <i>Increasing people's interest in technical and vocational education and CVT.</i></li> <li>• <i>Increasing the population's interest in sports and maintaining a good health.</i></li> <li>• <i>Increasing the number of public-private partnership initiatives and adopting new legislation.</i></li> <li>• <i>Increase of allocations from the state budget for investments at the level of the municipality.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Increasing long-term unemployment, especially among young people.</i></li> <li>• <i>Allocation of reduced funds from the state budget for preservation and revitalization of cultural heritage.</i></li> <li>• <i>Complex legislative framework, unstable, inflexible, uncorrelated and excessive taxation.</i></li> </ul>
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For more information related to this case study, refer to the full case study questionnaire in the appendix or the following sources:

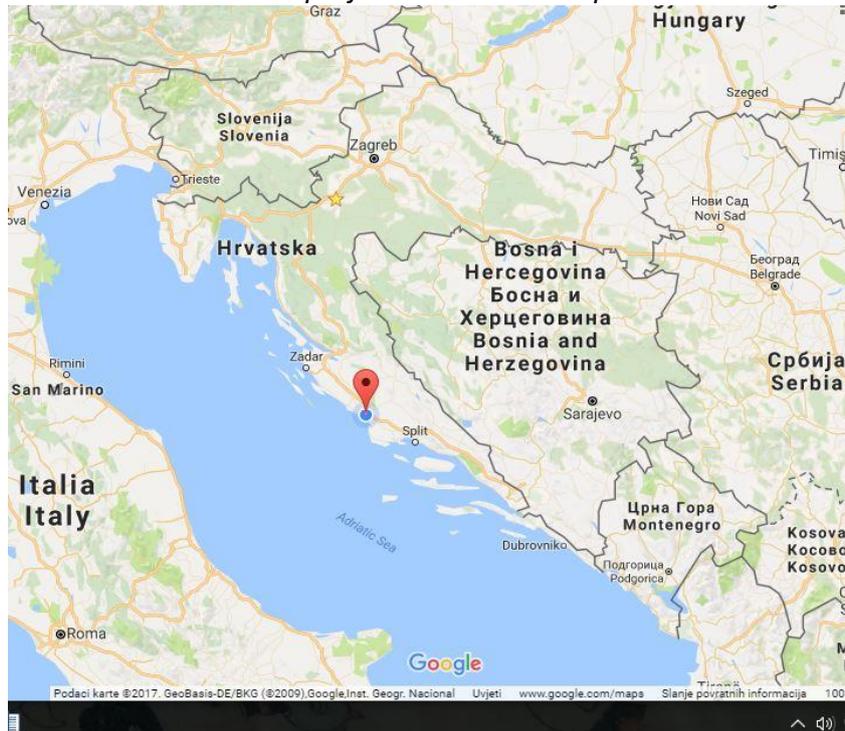
1. [https://www.primariabt.ro/index.php?load=despre\\_bt](https://www.primariabt.ro/index.php?load=despre_bt)
2. <https://www.historia.ro/sectiune/actualitate/articol/istoria-centrului-istoric-din-botosani-ars-in-totalitate-in-incendiul-din-1887-si-refacut-din-temelii>

## 8. Croatia - Šibenik

The city of Šibenik is the oldest town on the Adriatic coast founded by Croats. Other towns also founded by Romans or old Greek and all have antique roots, while Šibenik is pure medieval city. Šibenik was 400 years under Republic of Venice.

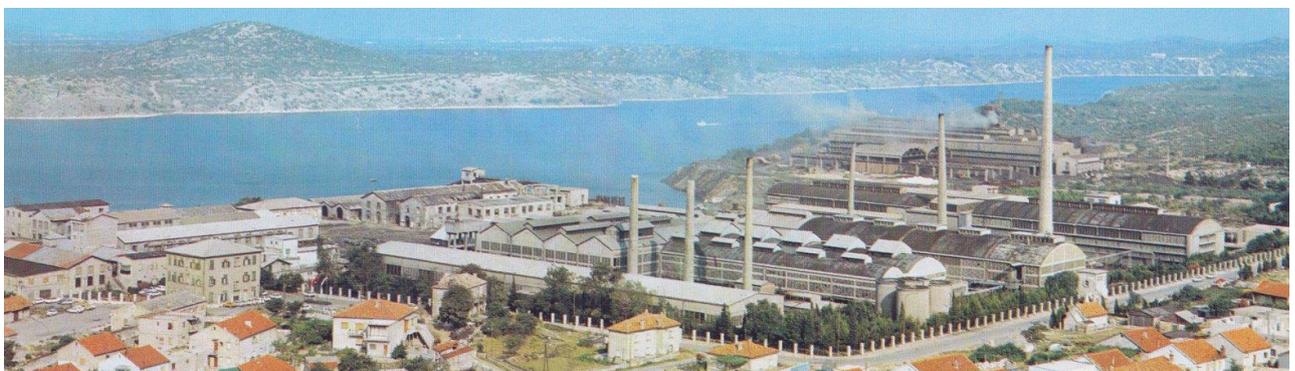
During that time, city was shaped as strategic port and defence point against the Ottomans. The city prospered on trade and many monuments were built like St. Jacobs cathedral – UNESCO world heritage list. In late 19<sup>th</sup> century and first decades of 20<sup>th</sup> century industry development shaped a city in second gold period.

*SHARE project case studies report*



**Figure 16.** Geographical location of Šibenik (Croatia).  
Sources: <https://www.facebook.com/sibenik.hr/> and  
<http://www.sibenik.hr/>

After the Second World War heavy industries (steel and aluminium) were the main developmental axes. These industries were later affected by war and economical transitions in the 1990s.



**Figure 17.** TEF factory early 20<sup>th</sup> century

After homeland war, Sibenik development took another course and now the city is developing as strong tourist destination focusing on innovative cultural offer not only on the “sun&sea” concept.

The city of Sibenik has a development strategy with four main strategic goals:

- Developed economy.
- Developed educational, scientific-research, communal, transport and social infrastructure.
- Sustainable Tourism - Competitive economy based on foreign and domestic investments in Tourism and accompanying services, traditional agriculture and industry-based Innovations and advanced technologies in the economy.
- Development of communal and public infrastructure for balanced economic development and the preservation and protection of the environment to raise the quality of life.

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• <i>Authenticity</i></li> <li>• <i>Rich cultural heritage</i></li> <li>• <i>Numerous historical monuments</i></li> <li>• <i>Innovative presentation of heritage</i></li> <li>• <i>Tourism as one of main economy activities</i></li> <li>• <i>Numerous events during tourist season</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Poor public transport</i></li> <li>• <i>Insufficient parking capacity</i></li> <li>• <i>Problems in supplying of the historical centre</i></li> <li>• <i>Poor tourist signage</i></li> <li>• <i>Low level of tourism development</i></li> <li>• <i>Poor presentation and promotion of cultural heritage</i></li> <li>• <i>Insufficient hotel capacities</i></li> <li>• <i>Tourism seasonality</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Insufficient tourist facilities</i></li> <li>• <i>Incoherence of various tourist offer and attractions</i></li> <li>• <i>Lack of diverse accommodation</i></li> <li>• <i>Poor synergy between relevant stakeholders in tourism</i></li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Development of segmented tourist offer</li> <li>• Usage of EU funds</li> <li>• Investing in content tailored to the needs of the market</li> <li>• Segmentation of tourist market</li> <li>• Development of the brand</li> <li>• Connecting attractions into unique tourist products</li> <li>• New employment in tourism sector</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Increased number of cars in historical centre</li> <li>• Resistance of residents to increased number of tourists</li> <li>• Increased number of cars and other motor vehicles in historic centre</li> <li>• Illegal tourist guides</li> <li>• Potential mass tourism</li> <li>• Lack of cooperation of relevant stakeholders</li> <li>• Construction that is not in line with the historical content</li> </ul>

## 9. Sweden - Vadstena (Östergötland)

Vadstena is mentioned for the first time in 1268. About the same time, a royal castle was built. The building was then one of Sweden's largest brick buildings. Today, it is called Bjälbo Palace. It is known that the royal estate in Vadstena was inhabited in 1275. During excavations at the palace, archaeologists have found traces of even older buildings in wood and stone. Coins have also been found dating as far back as 978 - 1016.

On December 8, 1400, Vadstena received the city privilege of Queen Margareta when she visited the site together with Erik of Pomerania. Queen Margareta was for a brief time monarch of Denmark, Norway and Sweden. As the Vadstena became a city, trade began to be conducted. Margareta also visited Vadstena in 1403.

On February 16, 1430, Vadstena monastery church was opened in the presence of King Erik

of Pomerania and other noble guests. 14th century meant that the monastery's significance grew rapidly. Around 1440 the monastery owned 1,000 farms. Two of King Karl Knutsson Bonde's wives were buried in the abbey church and his daughter Bridget became a nun in the convent at age 9.

As a result of a peasant uprising Gustav Vasa decided that a fortification was built in Vadstena. Vadstena Castle was built from 1545 as a fortress, but after Prince Magnus Vasa was appointed Duke of Östergötland, the plans were changed and it was converted to housing for him. His brother, King Johan III designed the complex as a magnificent renaissance castle. During the Nordic seven-year war, the castle was besieged by Daniel Rantzau and his Danish troops in 1567-1568. The siege failed, but the troops caused great devastation in the city.

Gustav Vasa converted the church into a state church and took a hard line against the monastery and captured its farms and other property. The monastery was closed completely in 1559. In 1637 a disability home was established in the monastery's premises. There was room for invalidated soldiers and their families. In 1643 Vadstena lost its city privilege. As a result, the population fell in the city. The invalidity home ceased only in 1783. On October 15, 1656, Karl X Gustav's widow, Hedvig Eleonora Vadstena, Skänninge and Ash, Dal, Lysing and Göstrek's hordes were granted life as a living. She did not settle in the castle but north of the moat in the so-called Queen's House.

From 1716 the castle's premises were left deserted. In 1753 a chamber-cloth factory was set up in the castle. Other parts of the castle were used as a warehouse, for example for aquavit. The old monastery buildings began to be used as prison. In 1829 Vadstena hospital moved into the former monastery's premises, which began to be used as a mental hospital. A men's department, "Asylen", was established in 1895 in the old sugar mill. The hospital's departments are connected by a horse-drawn lane through the streets of the city. During the 19th century, the population grew in Vadstena, from 1,444 persons 1816 to 2,537 persons in 1865. In 1826 the Old Theater was founded in the Upper Monastery Garden. St. Peter's Church from the 13th century remained until 1828 when it was demolished; all that remains

is the church tower, the Red Tower. When the eastern part of Göta Channel was completed in 1832, a proper harbor was founded in Vadstena. It was ready in 1853, and for building materials to the harbour piers, the large earthwalls were used around the castle. When the railway between Mjölby and Hallsberg was decided in 1871, the city council wanted an extension to Vadstena and in 1874 the Wadstena Fogelsta Railway was completed.

Vadstena Enskilda Bank was established in 1856 with the right to issue its own banknotes. In 1904 Vadstena received electric light from Motala Ströms kraft AB. In 1909 the hospital was able to move into new premises. The premises were rebuilt and rebuilt in several rounds and changed to Birgitta Hospital. In 1952 the hospital became a lasaret. The county-owned hospital was closed in April 1970 after the Motala lasarette was opened, but has since been used as a health center. Even the 1900s meant strong population growth. From 2,548 people from 1910 to 5,553 people in 1973.

In 1920, the Birgittas Foundation was disposed over the monastery area, except the monastery church, which is being used by Vadstena parish. In 1935, the Holy Savior's order was commissioned by Elisabeth Hesselblad Strandgården, where they still run a guest and rest home today. In 1963 there was also a monastery opened. On September 29, 1963 all rail passenger traffic ceased.

## **Overall goals**

The political majority shall account for its political priorities during the term of office. These policy priorities shall be based on the overall objectives and permeate all activities. On April 17, 2013, section 74, the City Council decided that the following objectives should be the overall objective of the current term of office: A Growing Vadstena

## **Strategic goals**

the strategic goals are a concretization of the majority political priorities and will lead to the realization of the political priorities for the term of office. On 17<sup>th</sup> April 2013, the City Council decided on the following two strategic objectives for the current term of office:

- Building housing
- Create attractiveness

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• <i>The municipality's will is to develop Vadstena as an attractive place to live and work in.</i></li> <li>• <i>Tourism and the tourism industry are strong and one of the city's attraction.</i></li> <li>• <i>The city's small scale and its cultural heritage are important for marketing.</i></li> <li>• <i>Theater and entertainment during the summer.</i></li> <li>• <i>Several unique small and medium-sized entrepreneurs.</i></li> <li>• <i>The historical hubs of the city (castle, monastery / royal palace and historic small-scale settlement).</i></li> <li>• <i>The heritage is protected.</i></li> <li>• <i>Cultural environment is a finite resource - but must not be seen as an obstacle but as a resource.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Cultural heritage is protected, difficult to develop the city's central parts for new housing development.</i></li> <li>• <i>Demography - a retirement city A seasonal place, more summer than winter for the tourist from outside.</i></li> <li>• <i>Places for guest nights; Hotels, hostels, camping is limited Difficult to get tourist statistics for Vadstena.</i></li> <li>• <i>The desire to drive too many tourist activities with small local entrepreneur's risks losing long-term stability.</i></li> <li>• <i>Easy to forget about the cultural surroundings.</i></li> <li>• <i>Difficulties to get government grants for building care.</i></li> <li>• <i>The lack of logistics for visitors by car.</i></li> </ul>

<ul style="list-style-type: none"> <li>• Possibility of receiving government subsidies for building care.</li> </ul>	
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Cultural environment is a finite resource - but must not to be seen as an obstacle, but as a resource.</li> <li>• Strong desire from residents to preserve and develop, not changing and developing.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• The desire to develop by exploiting the possible negative consequences of the cultural and attractive parts of the city center.</li> <li>• The risk that the rulers want to develop the cultural environment too much and too hard by exploiting their city planning monopoly.</li> <li>• The cultural environment cannot cope with the fierce exploitation.</li> <li>• Difficulties to get government grants for building care.</li> </ul>

For more information related to this case study, refer to the full case study questionnaire in the appendix or the following sources:

[https://sv.wikipedia.org/wiki/Vadstenas\\_historia](https://sv.wikipedia.org/wiki/Vadstenas_historia)

<http://ortshistoria.se/stad/vadstena/historia>

Vadstena city

<http://www.vadstena.se>

<http://www2.visitostergotland.se/sv/vadstena/>

<https://www.facebook.com/groups/544849715534047/?fref=ts>

<https://www.facebook.com/groups/1545201452374509/?fref=ts>

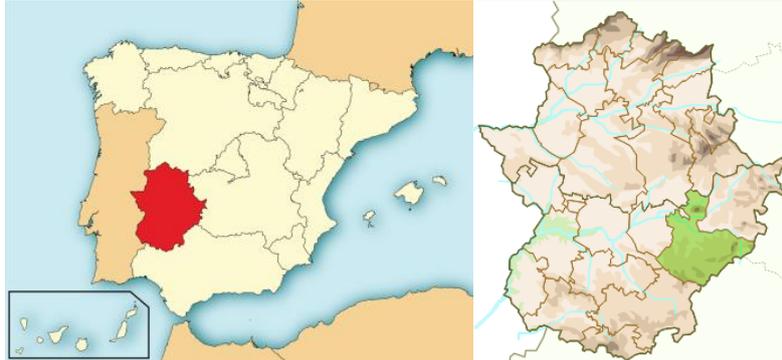
<https://twitter.com/vadstenateater>

[https://twitter.com/MOTALA\\_VADSTENA](https://twitter.com/MOTALA_VADSTENA)

## **10. Spain – La Serena County (Extremadura Region)**

La Serena is located in the east of the province of Badajoz in the southern Spanish region of Extremadura. The area has a population of 41,371 (2014 census) and extends over 2,784 km<sup>2</sup>, bound to the north by the Guadiana River, to the east by the Zujar River and to the west by the Guadámez River.

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**Figure 18.** Geographical location of the region of Extremadura and the county of La Serena.

Source: [www.redextremadura.com](http://www.redextremadura.com)

La Serena has three large identifiable ecosystems, namely:

- Plateau plain (steppe), with a mean altitude above sea level of 400 m, is very arid and with little woodland. The main area is dedicated to dry farming. The steppe is fragmented for some small and medium mountains.
- Mountains, located in the south west bordering the region of Andalusia, with altitudes that vary from 500 to 700 m above sea level. Oak forests and Mediterranean vegetation dominate this area.
- Big dams, including the Zujar, Guadiana and La Serena dams.



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**Figure 19.** Views of the three dominant ecosystems in the county of La Serena.  
Sources: Ceder la Serena; Turismolaserena.com; destinosiberia.blogspot.com.e

Most of the area comprises undulating plains used for arable land farming and livestock grazing. Olive tree farms dominate between the plains and more mountainous areas. Much of La Serena (46.5%) is environmentally protected due to the diversity of its ecosystem as a habitat for a number of protected species.

Different cultures have left their footprint in La Serena throughout history, leaving behind important archeological sites, pre-historic cave paintings (4,000 B.C.), megalithic monuments, sanctuaries, towers, Roman villas and spas, bridges, castles, palaces and churches, mainly from Tartessian, Roman, Arabic and Castillian origin. Similarly, La Serena boasts over 200 km of inland shores (e.g. dams and natural reservoirs), with facilities for a variety of water sports, including sailing, canoeing, fishing and swimming.

There is also an extensive network of trails and long-distance historical paths (e.g. Camino Mozárabe de Santiago), traditional fairs (declared as Events of Interest to Regional Tourism) along with a rich cultural repertoire for visitors and residents alike.

### **Protohistory**

The richest and most original archeological cultural heritage in La Serena dates back to the Bronze Age with numerous funeral warrior stelae decorated on Stone.

In the last millennium B.C., the impact of eastern Mediterranean cultures left exceptional buildings, including the palace-sanctuary of Cancho Roano and the archaeological site of La Mata (both VII-V B.C.).

## The Roman period

The Roman conquest of the area developed mining activity for lead and silver, mainly in the municipality of Castuera. A series of tower enclosures around the mines were built to protect these industries from attack. There are also many well preserved remains of Roman villas in La Serena (e.g. Mirobriga, Lacimurga), or the Roman spa town of La Nava. However, one of the most spectacular monuments from the Roman era in Hispania (today's Spain) remains the Roman burial site of Zalamea de La Serena.



**Figure 20.** “Distylo Sepulcral” Roman burial monument in Zalamea de la Serena – one of the most important in the world, with only a few similar ones in Siria.

Source: [www.viajaporextramadura.com](http://www.viajaporextramadura.com)

## Middle ages

The 700-year Muslim occupation of La Serena has left behind legends and testimonies of great historical value. The later Christian reconquest period is one of the most important periods in the history of La Serena, with considerable influence by the Knights Templar, The Christian Military Order of Alcantara and various other noblemen. This period left a lasting tangible and intangible heritage in the area.



**Figure 21.** Castle of Benquerencia de la Serena

Source: [www.turismoextremadura.com](http://www.turismoextremadura.com)

## Modern age

Antonio Nebrija gathered in Zalamea a court of erudites who developed the first grammar treaty of the Spanish language. In this period (16<sup>th</sup> - 17<sup>th</sup> century), a large number of churches and hermit chapels were built by the Order of Alcantara.

The transition from the 18<sup>th</sup> to the 19<sup>th</sup> century and the subsequent Spanish Civil War in the 20<sup>th</sup> century also left a lasting impact on La Serena. During the 19<sup>th</sup> century, the Municipality of Castuera became the main centre in the area and important stately buildings were built in Castuera, Zalamea de La Serena and Campanario. These municipalities retain an important administrative influence in the area today.

Near Castuera, there was an important concentration camp during the Spanish Civil War, where many prisoners from the “Extremadura front” remained imprisoned after the war.

The Extremadura front was the scene of intense fighting during the war as Franco’s troops advanced from the south of Spain through Extremadura on their way to Madrid. During the Spanish Civil War, many villages were devastated, including Zarza-Capilla, which was rebuilt between 1941 and 1955.



**Figure 22.** Remains of Spanish Civil War bunker in Castuera (La Serena)

Source: <http://extremosedelduero.blogspot.com.es>



**Figure 23.** Propaganda group from the (Fascist) National Front arriving at La Serena during the Spanish Civil War.

Source: <http://www.1936laserenalosmonegros.es/cdfototeca.asp>

## Strategic development goals for the area selected for intervention as part of this project

- To avoid the decline of the population and the decrease of the unemployment rate.
- Diversification of incomes, promoting industrial, tourism, agri-food and crafts sector development, within a framework of sustainable development.
- To improve the quality of life of the inhabitants of La Serena.
- To ensure the preservation and enhancement of artistic, historical and cultural heritage.
- Encourage technological innovation and the use of information and communication technologies
- To promote the conservation the environment.

Main objective: To make of La Serena a recognized and valued area for the quality of its products, for the attractiveness and complementarity of its municipalities and for the potential of its touristic resources, providing it with quality infrastructures that modernize it and connect it to other territories

As important elements from the definition of the Main Objective we can point out eight significant sections: 1. "recognized and valued region" 2. "quality of products" 3. "attractiveness and complementarity of its municipalities" 4. "boosting its touristic resources" 5 "Endowing quality infrastructures" 6. "modernizing" 7. "provincial structuring" 8. Management of the cultural heritage and existing heritage corridors.

**Strategic lines:**

1. To develop regional infrastructures and facilities for economic development and territorial cohesion. To monetize the infrastructures and investments made years ago.
2. To develop a quality diversified economic activity that enhances tourism and the added value of its natural potential.
3. To promote and consolidate a program to promote quality of life and social and cultural cohesion. To improve socio-cultural cohesion and to develop a comprehensive offer of services that improve the quality of life in the region, strengthen the fixing of the population in all municipalities and allow a qualitative leap based on the dynamism and involvement of its citizens.

The general objective is to revitalize and revalue the historical heritage of La Serena. Specific objectives for this include the following:

- To improve the conservation of this heritage legacy.
- To manage the tourism that visits these heritage sites in a profitable and sustainable way

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

<b>Strengths</b>	<b>Weaknesses</b>
<p>The very well preserved environment, water availability, traditional extensive farm-livestock production and sustainability, as well as the quality of products are among the most valued factors.</p> <p>Factors:</p> <ul style="list-style-type: none"> <li>- The original and interesting historical heritage of great quality and scientific importance from different periods,</li> <li>- Sustainable crops adapted to the environment</li> <li>- Development of a relatively diversified production base adapted to the environment.</li> <li>- High quality of traditional products of growing interest for the market (traditional cheeses like “torta de la Serena”, olive oil, “turrone”, high quality lamb and goat meat, ...)</li> <li>- Touristic resources: gastronomy, heritage, hunting and fishing, water sports, adventure sports,)</li> <li>- Good services for the elderly</li> <li>- Great potential for renewables energies production (Photovoltaic and Thermal-solar plants)</li> <li>- Availability of water for agriculture, sports, ...</li> <li>- An Active Local action group and two consolidated Association of towns</li> </ul>	<ol style="list-style-type: none"> <li>1. Aging and loss of population <ul style="list-style-type: none"> <li>• Emigration of the most educated young people, due to the lack of specialised jobs</li> <li>• Lack of a labour market at county level</li> <li>• Significant drop in birth rates.</li> <li>• Shortage of facilities and infrastructure in rural areas due to the crisis</li> </ul> </li> <li>2. Limitations on infrastructures and equipment. <ul style="list-style-type: none"> <li>• Deficiency in the roads network</li> <li>• Deficiencies in the electrical grid due to voltage variation.</li> <li>• Limited infrastructures for agro food industries and exploitations (irrigation infrastructures, rural roads and electrification)</li> <li>• Lack of technological infrastructures and their introduction to local companies and households</li> <li>• Limitation of health services and staff out of the main working hours</li> <li>• A small private sector for services</li> <li>• Very Limited public transport</li> <li>• Lack of local media and appearances in Regional and national media</li> <li>• Inefficient Train infrastructures and services</li> </ul> </li> </ol> <ol style="list-style-type: none"> <li>1. Weak productive sector <ul style="list-style-type: none"> <li>• High unemployment rates.</li> <li>• Limited introduction of added value to local products.</li> <li>• Insufficient financial capacity to address improvement and expansion projects.</li> <li>• Limited commercial projection in national and foreign markets.</li> <li>• Lack of business support services.</li> </ul> </li> </ol>

	<ul style="list-style-type: none"> <li>• Lack of centres or agreements with institutions that promote lines of technological research and development related to local resources.</li> <li>• Lack of business initiatives.</li> <li>• Poor entrepreneurial capacity of the population. Lack of training applied to the needs of the local labor market.</li> <li>• Lack of a trademark and strong companies</li> </ul> <p>Other factors: low self-esteem of local citizens, low entrepreneurship and innovation, culture, Lack of larger companies in key sectors, Professionalisation of the agricultural sector, lack of marketing penetration and final commercialisation, low Cooperation between institutions and sectoral entities of the region.</p>
<p><b>Opportunities</b></p> <p>The growing demand for well preserved natural spaces and quality agro-food products, as well as the possibilities offered by new technologies are the most clearly perceived opportunity factors.</p> <ul style="list-style-type: none"> <li>• The demand for environmentally attractive spaces and activities in the nature</li> <li>• Growing Demand for high quality agri-food products.</li> <li>• Fast development of Communication technologies that allows remote working and the relocation of jobs in certain sectors of activity as well as the access to bigger interesting consumer markets</li> <li>• Demand of New economic activities associated with the green economy, and the evolution of the business framework</li> <li>• The aging of the population can be a niche for new employment.</li> <li>• Demand of Business initiatives linked to energy efficiency and renewables energies (solar mainly)</li> <li>• The Regional strategy for Development and innovation of Extremadura is aligned with some of the main values of the area.</li> </ul>	<p><b>Threats</b></p> <p>Predictable reduction of funds from the Common Agricultural Policy to objective 1 Regions (like Extremadura)</p> <ul style="list-style-type: none"> <li>• Tendency to concentrate the investments in large urban areas</li> <li>• Increasing competitiveness of agri-food quality products and Origin denominations from other areas and the increment of controls and barriers (increment of costs)</li> <li>• Increasing Competitiveness of other European agricultural markets and third countries.</li> <li>• Lack of new producers (farmers)</li> <li>• Political reforms that subsidize unemployment,</li> <li>• Risk of the Monoculture in some municipalities and seasonal concentration</li> <li>• Risk of insulation</li> </ul>

For more information related to this case study, refer to the full case study questionnaire in the appendix or the following sources:

<http://www.laserena.org/>

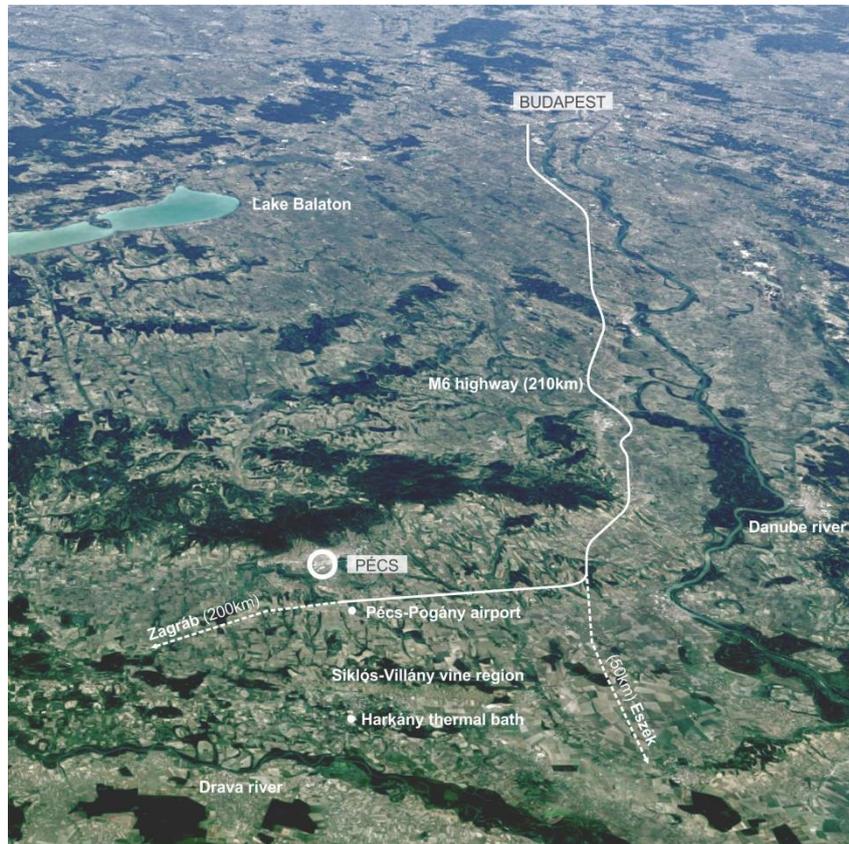
<http://turismolaserena.es/>

<https://www.facebook.com/LaSerenaPaisajeCultural/>

<https://www.laserenapaisajecultural.es/>

## 11. Hungary – Pécs

Pécs lies at the southern hills of the Mecsek, “facing south, towards the Balkans” - rather than Budapest<sup>1</sup>. It is accessible through the M6 motorway from Budapest within two and a half hours or directly through the Pécs-Pogány sub-regional airport. The Croatian capital Zagreb is just as close to Pécs as Budapest and the city has also strong cultural and economic relations with Eszék.



**Figure 24.** Geographical location of Pécs

<sup>1</sup> The borderless city | Application for the European Capital of Culture fund (2005)

## Late Roman Empire (4<sup>th</sup> century A.C.)

The different cultural layers of the city stratified on each other through specific periods of history. The very foundation of this multicultural structure lies 3 meters below the surface, where the Roman city Sopianae – the administrative centre of Valeria - lived its flourishing life. It is the very epoch from which the unique collection of early Christian burial buildings derives from, which was acknowledged by the UNESCO World Heritage Convention 2001. This necropolis is located in the north-west quarter of the historical downtown. Nine, out of the nearly 27 discovered burial buildings, is open to the public, including the Mausoleum and the Cella Septichora<sup>2</sup>, which are unique among the early Christian heritage we have globally.



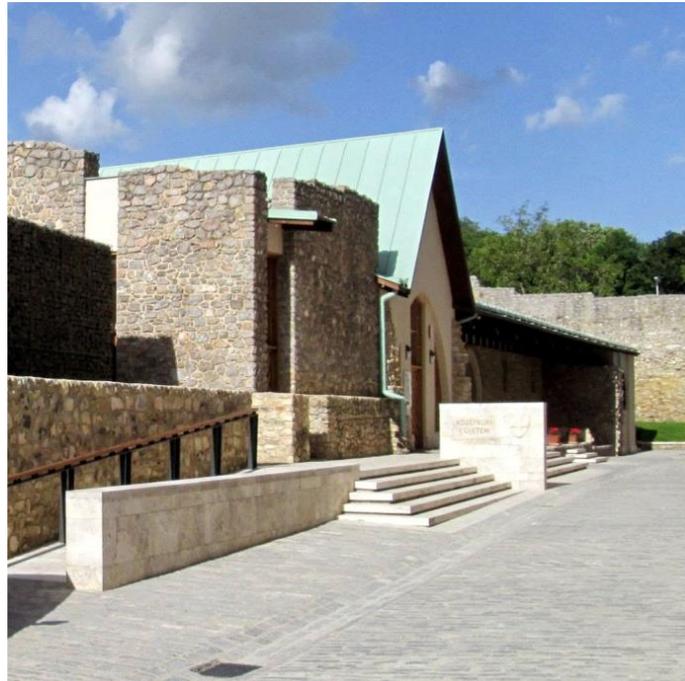
**Figure 25.** Adam and Eve under the tree of knowledge (4<sup>th</sup> century A.C., Mausoleum, Pécs)

Sources: [http://www.pecsorokseg.hu/okereszteny\\_mauzoleum](http://www.pecsorokseg.hu/okereszteny_mauzoleum)

<sup>2</sup> [http://www.pecsorokseg.hu/cella\\_septichora\\_latogatokozpont](http://www.pecsorokseg.hu/cella_septichora_latogatokozpont)

## High Middle Ages (1009 – 1541)

The next formative period of the city came after the “Magyars” settled in the Carpathian Basin and founded the Hungarian kingdom in 1000. St. Stephen the first king founded the Christian state and nine Bishopric as well, out of which the one on the 23rd of August 1009 in Quinque Ecclesiae. (Pécs) This decision gave rise to a spiritual and intellectual development to the middle age city, defining also its very physical framework, which is still apparent in the city structure. It was exactly the Roman necropolis that served as a starting point of this progress, giving space to the Studium Generale - the first very first university in Hungary – founded by William the 19th Bishop of Pécs and King Louis the Great in 1367. The visitor centre – that partly serves as an exhibition space and physically preserves the remaining elements of the university – is open to the public since 2014.



**Figure 26.** Pécs' medieval university.

Source: [www.kozepkoriegyetem.hu](http://www.kozepkoriegyetem.hu)

## The Ottoman Empire period (1541-1664)

The next major cultural influx came along with the political ambitions of the Ottoman Empire in 1541, leaving behind a surprisingly rich collection of Islam architecture, deep inside the Christian Europe, after being forced to leave Pécs in 1664. We have a fairly good account of those times by Evlija Cselebi<sup>3</sup>, a Turkish traveller, who spent last four years of occupation in Pécs. The majority of this heritage had been destroyed during the wars, but a series of remarkable monuments can still provide a sensible picture about the importance of this century. The Mosque of Pasha Gázi Kászim in the main square of Pécs was turned later back spiritually to a Catholic Church but it still preserves the features of Islam architecture. The Mosque of Pasha Jakovali Hassan at the western gates of the historical downtown however, provides again religious services for the local Muslim community.



**Figure 27.** Hassan Jakovali Pasa Mosque.

Source:

<https://mork.pecsistop.hu/Scopes/pecsistop/var//improx/WXGA Picture/62/96/6296 a pecsi jakovali hassan dzsami.jpg>

<sup>3</sup> Evlia Cselebi török világotató magyarországi utazásai, 1660-1664; Ford., jegyz. Karácson Imre : Bp. : M. Tud. Akadémia

## The Austro-Hungarian Empire period (1867-1920)

The Austro-Hungarian Empire period (1867-1918) defined the second biggest market in Europe (after Germany) and the fourth fastest growing economic zone (after Denmark, Sweden and Germany), quintupling it's GDP from 1867 until the end of World War I. This was Pécs' golden age and it established the city's economy for more than a decade, doubling the city in space as well and tripling it in population<sup>4</sup> (from 29,800 inhabitants in 1870 to 89,400 inhabitants in 1949). It is this period that connects the city into the transportation networks of the Austro-Hungarian Empire and at the same time defines the primer mobility infrastructure of the city, among other things the first tram line in 1913.

In economic terms it was The First Danube Steam-shiping Company that has established the primary sector of the city by opening the coal mine in Mecsek in 1850. Several ambitious and talented local families in turn established a reputation for the secondary sector. Based on the local traditions János Hamerli<sup>5</sup> started his tannery (1861) selling his prime quality gloves all over Europe, while András Höfler founded his tan-yard that became the biggest one in Hungary by 1890. Similar success describes the organ manufactory of József Angster or the Champagne producer Littke family, but it was the creative milieu of the Zsolnay family that had the most remarkable effect on the city. The mystic ceramics coating of eosin and the weather proof pirogranite was only two innovations of the versatile personality of Vilmos Zsolnay.

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<sup>4</sup> HCSO Néesség 1870-2011 évekre: A népesség számának alakulása, terület, népsűrűség  
<sup>5</sup> <http://www.hamerli.com/world-of-hamerli/heritage>



**Figure 28.** The Zsolnay Ceramics Manufacturing.

Source: <http://antiquepassion.blogspot.hu/2013/02/a-pecsi-zsolnay-gyar-tortenete.html>

### **The Communist period (1945-1989)**

The new Communist state expropriated all private enterprises after the end of World War II, including the ones that characterised the golden age of Pécs. Most of them survived as companies, but none of them could retain the innovative milieu and the quality of products. The eastern market however posed more of a quantitative challenge, rather than a mere qualitative one. The massive industrial investments of the highly centralised state on the other hand created a new wave of urbanization, almost doubling the population of the city during the three decades from 1949 (1980: 169.000)<sup>6</sup>. One of the most symbolic programmes of this time was the “Uranium City”, which accommodated more than 12,000 people working for the uranium mines from 1957.

Against the odds of the “second industrial revolution”, these times are the forging period of a cultural revival. This artist generation played an important role in funding the Faculty of Music and Visual Arts, as well as the conceptualization of the ECC.

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<sup>6</sup> HCSO Néesség 1870-2011 évekre: A népesség számának alakulása, terület, népsűrűség



**Figure 29.** Sándor Pinczehelyi (The hook and its hammer).  
Source: <https://www.mumok.at/en/sandor-pinczehelyi>

### The transition to democracy

The democratic transition brought about a massive economic crisis as well in Pécs, which is still determining the future of urban development. It started with the closure of the coal and uranium mines in 1991 that had left more than 20.000 people unemployed, creating a wide variety of social problems focusing mainly to the residential districts built for the demands of the workers of the mining company. It was followed by the bankruptcy of the secondary sector, which could not (re)adjust their production to the demands and challenges of the western market. Without any help of the indebted central government, Pécs could not find the way out of this crisis.

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**Figure 30.** St. Stephen mining well (by Daniel Kajsza).

Source: <http://www.szeretlekmagyarorszag.hu/itt-a-bizonyitek-hogy-pecs-osszel-is-gyonyoru/>

### **The European Capital of Culture (2010) year**

Physically, the programme created a cultural district out of the bankrupt Zsolnay Factory and rehabilitated the eastern area adjacent to the historical city centre, by a series of cultural and educational facilities along with the public spaces that would make them accessible for the public.

Quite soon after the ECC 2010 events had finished, the Mayor of Pécs called upon a group of professionals to revisit the results of the 4 years of the preparation and the one year long program.<sup>7</sup> While each expert registered a considerable development they have also agreed that the program could not scale up the cultural industry and tourism. The year long program attracted 25% more tourists in Pécs and 16% tourism nights and altogether 11.000 more

<sup>7</sup> Elemző értékelés a PÉCS 2010 Európa Kulturális Fővárosa Program tapasztalatairól  
[http://kultbolt.hu/upload/webdisk/ekf\\_elemzes.pdf](http://kultbolt.hu/upload/webdisk/ekf_elemzes.pdf)

visitors from abroad. The later statistics 8 suggested however that only those cities can be competitive in the Hungarian tourism market, which has bathing facilities and are strong in gastro and wine culture. The coming half decade also proved that the creative industry in itself cannot re-establish the economic foundations of the city.

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• A cultural heritage that goes beyond the borders of the city.</li> <li>• A competitive cultural infrastructure created by the ECC 2010 programme.</li> <li>• High expectations and innovative solutions due to standards of the ECC2010 programme.</li> <li>• Growing number of foreign students, attracting more tourists and economic income for the city.</li> <li>• Developing local gastronomic culture plays a more and more important role in tourism.</li> <li>• City experience (sometimes conflicting with the local citizens).</li> <li>• Organized tourism.</li> <li>• Pedestrian scale, the vast majority of tourist destinations are in a walkable distance.</li> <li>• Existing hiking trails.</li> </ul>	<ul style="list-style-type: none"> <li>• Underdeveloped local consciousness.</li> <li>• Outdated interpretation of heritage, the way heritage is conveyed to the public should be developed.</li> <li>• Unutilized cultural assets.</li> <li>• Oversupply, more focused and tailor made programmes are needed according to the demands of different target groups.</li> <li>• Attractors that “cast shadow on each other”.</li> <li>• An abundance of attractors cannot stimulate tourists to spend more time.</li> <li>• Significant investment without clarified and expected outcomes.</li> <li>• Missing capacities to scale up tourism.</li> <li>• Lack of cooperation between the main players of local tourism.</li> <li>• Missing integrated ticketing system.</li> <li>• Pécs is not well introduced into the European tourist destinations.</li> <li>• Missing infrastructural elements (parking capacities for cars and busses).</li> </ul>

8 HCSO | Jelentés a turizmus és vendéglátás éves teljesítményéről 2015.  
<https://www.ksh.hu/docs/hun/xftp/idoszaki/jeltur/jeltur15.pdf>

## Opportunities

- Smart solutions for “proximity marketing”.
- Rich natural resources around Pécs for leisure.
- Enriching and repositioning the world heritage site from its “burial” content.
- Evoking different aspect of “Roman” times, introducing different ancient cultural activities that would enrich the world heritage site in cultural terms.
- Including the missing elements of cultural heritage (Turkish heritage).
- Active tourism: hiking, cycling and the role of Baranya County Council in the development of the infrastructure and marketing.
- Developing a Drava bike route based on the Danube example.
- Exploiting Transitable Hungary Program.
- Better integration of the growing cruise tourism in the Danube.
- Developing programmes for the parents of foreign students.
- Religious tourism (Christian and Muslim).
- Exploiting more the professional and conference tourism.
- Integrating the festival sport activities in tourism.
- Involving the younger target groups.
- Health care tourism, the potential of the developed health services.
- Diaspora program
- Segmented campaign involving different tour operators.
- Better and more comprehensive traffic and tourist information.
- Exploiting more the purchasing power of visitors.
- Branding the complex program with Pécs.

## Threats

- 55% of the local population is not the target group for local tourism.
- Fragmented marketing activities.
- Lack of quality accommodation takes tourist to other destinations.
- Big Data analytics in tourism is lagging behind.
- There is not an umbrella organisation that would coordinate activities.
- Bureaucratic barriers.
- The introduction of a new attraction takes years.

For more information related to this case study, refer to the full case study questionnaire in the appendix or the following sources:

- [www.pecs.hu](http://www.pecs.hu)
- [www.zsolnaynegyed.hu](http://www.zsolnaynegyed.hu)
- [www.iranypecs.hu/en/index.html](http://www.iranypecs.hu/en/index.html)
- [www.facebook.com/pecsmost/](https://www.facebook.com/pecsmost/)

## 12. Italy – Umbria Region<sup>9</sup>

All cities, as well as the Region of Umbria share their vocation as cultural poles of attractions, both for visitors and residents. Their rich heritage (museums, churches, buildings) is enriched by the many events that are organised throughout the year. three of these cities are hosts of the main cultural events of Umbria: Umbria jazz (Perugia), Spoleto festival, and festival delle Nazioni (Città di Castello), while Foligno hosts a very successful event dedicated to Pasta and all First courses (I Primi d'Italia). Eurochocolate, a 23 year old festival dedicated to chocolate and one of the three biggest events in Italy, takes place yearly in Perugia. However, rising housing costs, high prices of parking and limitations on traffic and public transport has also pushed many residents outside the city centres. At the same time, a decline in services (restaurants) and increase in petty crimes has marked a period of crisis of these cities centres that only recently has seen a different trend.

Umbria as a destination is still perceived as new on our main target markets outside of Italy, as a freshest, most authentic Tuscany. In the most recent surveys carried out by the regional authorities the most attractive features that were identified at focus groups were the perception of living a truly authentic Italian lifestyle. The small dimensions of all cities, including the capital, was seen as an added value for visitors, who are able to sit at a piazza caffè, enjoying the view of people strolling towards a local market without this being 'touristic' but rather the true way of life of residents. At the same time, stepping outside any city means finding yourself immersed in lush nature. This harmony between environment and cities is the most attractive feature of Umbria.

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<sup>9</sup> The case study for Umbria was put together taking a specific element of the policy due to be targeted regionally in Umbria by the SHARE project – Axis 6 of the ERDF's ROP 2014-2020 (Urban Agenda). Although the Urban Agenda is being implemented in the 5 largest cities of the region (Perugia, Foligno, Terni, Spoleto, Città di Castello), and each city is working on its individual program, the main framework is provided by the Axis 6, especially as the implementation in these 5 cities is intended as a test, whose results should be applied to all urban locations in the Region. As a result of this, the focus of this case study is on the content of this particular policy.

The Umbria Region makes use of the opportunity to create a board to tackle the economic, environmental, climatic, demographic and social challenges affecting urban areas. Umbria, although widely settled, shows a concentration of population and the presence of high-ranking services over vast areas identified in some urban centres, in line with the Partnership Agreement, based on quantitative and qualitative criteria better expressed in section 1 of this OP. These are Perugia, Terni, Foligno, Città di Castello and Spoleto, each with its specific demographic, economic and social features, but having in common the characteristic of being poles of attraction and the driving force for the development of a large area, potential “laboratories of the future”, hubs and key factors for strengthening the innovative capacity of the entire region.

To that end, the Umbria Region intends to promote these five urban centres as the most innovative, efficient and sustainable places to live and work. In accordance with the Smart Cities paradigm, it will strengthen their attractiveness through more sustainable and intelligent mobility and development of digital services to foster better accessibility and usability of the productive functions and of advanced services, acting also on cultural drivers.

The main role is given to the theme of intelligent sustainable mobility as a determining factor to improve the usability of urban centres by residents and others.

The ERDF ROP 2014-20120 (Axis 6) covers the entire Region Umbria, but its main focus is to provide support for the 5 largest Municipalities of the territory:

- Perugia, capital city of Umbria, [www.comune.perugia.it](http://www.comune.perugia.it)
- Terni, [www.comune.terni.it](http://www.comune.terni.it)
- Foligno, [www.comune.foligno.it](http://www.comune.foligno.it)
- Spoleto, [www.comune.spoleto.it](http://www.comune.spoleto.it)
- Città di Castello, <http://www.cdcnet.net/>

## SWOT analysis of the location, focusing on the topics covered by the SHARE project

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Variety of Cities and Situations: multiple targets (City Users, Tourists, Citizens, etc.).</li> <li>• Proximity of cities and good connections that lend themselves to "making a system".</li> <li>• Integration of Urban agenda interventions with general interventions funded with European funds.</li> <li>• Qualified human capital.</li> <li>• Innovative governance experience.</li> <li>• Degree of social exclusion below the Italian average.</li> <li>• High presence of environmental, cultural and urban resources.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Strong differentiation of economic and social conditions at the territorial level.</li> <li>• Fragmentation of actions and policies.</li> <li>• Difficulties to make a system uniting the main urban contexts.</li> <li>• Not enough institutional capacity in programming, managing and implementing integrated policies.</li> <li>• Difficulties in accessibility to national and international rail and rail connections.</li> <li>• Poor propensity to sustainable mobility choices.</li> <li>• Digital divide.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Occasion of the earthquake as a mechanism for redesigning integrated territorial policies and for media attention.</li> <li>• Need to think about integrated policies for cities to implement a comprehensive program.</li> <li>• Widespread investments in digital infrastructure.</li> <li>• The territorial proximity of urban contexts with specific focuses/specialization that facilitates the systematic deployment of the various territorial specializations.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• High exposure to emerging market competition.</li> <li>• Reduction of public resources resulting in difficulties in implementing public policies, with particular reference to social inclusion, mobility and culture.</li> <li>• Lack of standards defined by public administrations.</li> <li>• Increase of people in Active Ages belonging to non-working population.</li> <li>• Increased relative poverty rates.</li> <li>• Ageing population.</li> </ul>

For more information related to this case study, refer to the full case study questionnaire in the appendix or the following sources:

- Institutional website - [www.regione.umbria.it](http://www.regione.umbria.it)
- Tourism website (also on Facebook, Twitter, Instagram, YouTube)  
[www.umbriatourism.it](http://www.umbriatourism.it)