



Strategic Development Plan for  
**SIGHIȘOARA**

Opening Document

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**1. Framework**

**2. Priority Development Axes**

SIGHIȘOARA December 2007

## 1. Framework

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This document is drafting a potential framework for a strategic development plan of the City of Sighisoara.

Basic knowledge background is composed by:

- Local Agenda 21
- Town plan (under elaboration)
- SFC URBACT
- Citadel restoration plan
- UNESCO recommendations
- Management plan for the UNESCO heritage (under elaboration)
- EC policies
- National Strategic Framework of Romania
- Regional Operational Program 2007-2013

Logical frame milestones are the following:

- Sustainable development
- Integrated approach
- Logical framework approach
- Strategic development decision making share
- City development strategy of World Bank
- Communication Manual for local authorities of Grands Travaux Interreg project

## 2. Priority Development Axes

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### 1. Safeguard and restoration of the UNESCO citadel heritage area.

*Apply UNESCO recommendations for heritage sites*  
*Operate scientific restoration of monuments*  
*Programme mid term maintenance performance*

#### **Actions:**

UNESCO management plan for the heritage site

Ground consolidation of fortification basements

Restoration of towers, walls and fortifications of the citadel.

Restoration of other public owned listed buildings

Restoration of Historic open Spaces and green areas of the citadel

Lighting design for monuments and listed buildings.

Restoration of listed residential buildings

Energy rehabilitation of school buildings and churches

Realize or complete underground facilities for water, sewage, electric, telephone supply for the UNESCO area.

Inventory and classification of traditional artisan and movable heritage (private and public)

## 2. Development of the built and natural heritage of the city and surroundings, as basic economic engine.

*Integrate safeguard policy in a development perspective  
Promote cultural tourism*

### Actions

Strengthen residence in the citadel  
Restoration of buildings in the citadel for sustainable tourist use  
New building for City Museum, Documentation Centre and Historic Archive  
Introduce neighbourhood services for residents of the citadel and for tourists  
Promote the UNESCO downtown area as the logistic centre of the city  
Integration in city life of the Cultural Heritage introducing new compatible uses

Develop thematic cultural parks:

Cultural park and visit itinerary of the Towers, Bastions and Walls  
Cultural park and visit itinerary of the historic Churches  
Cultural Park and Visit Itinerary of the Fortified Churches system around Sighisoara  
Cultural Park and Visit Itinerary of Natural Protected Areas around Sighișoara

- Visit tours
- Promotion
- Cultural-ecological tourism
- Services for visitors
- Liaisons with Sighisoara Citadel

Evaluate opportunities and create conditions for niche tourism:

- Congress tourism in the citadel
- Adventure and mountain tourism in the natural environments
- Camping area
- Golf
- Swimming pool

Edit promotional guides

Reduce seasonal effect in tourism

Prolong tourist permanencies

Centralize tourist bookings

### 3. Communication for citizens and Urban Marketing for tourism and investments.

*Strengthen alliances between local administration and citizens*  
*Improve investment attractiveness and develop guidance*  
*Empower Sighisoara's image in the world*

#### **Actions**

Communication plan connected to the new image of the city and the strategic development vision

Create logotype and vision slogans

Rebuild the Institutional web site

Open a front office for information to citizens

Organize public meetings

Publish articles on local press connected to the strategic plan

New Urban Marketing web site

Promotion of both web sites on search engines

Publication, dissemination and promotion of brochures and info sheets with investment opportunities and development challenges

Elaborate a plan for sponsorships

Participation to international fares of investors and donors

Building of an international board of VIP good willing ambassadors

Organization of a Major Conference for Donors (early 2009)

#### 4. Improvement of internal and external accessibility.

*Make quicker, and easier external arrivals*

*Make efficient and less private car dependent internal mobility*

##### **Actions**

Eco friendly renovation of city roads

Missing links and new crossings of existing city roads

New city roads with integrated mobility performances

New bridges for automobile, pedestrian and cycle mobility

Pedestrian areas and walk ways

Underground mechanical staircases and elevators for the citadel

Traffic control of the citadel

Cycle lanes

Parking facilities

Urban public transports

Inter modality pole in the railway station

Connections with regional airports and air companies

New E60 ring road (traffic load capacity; interconnection with local roads, environmental impact: natural ecosystem, noise protection, aesthetical integration)

The old crossing road E60 urban integration with urban parks and services system

Connecting Highway passing at 3 Km W from the City

## 5. Capacity building of local administration

*Fund raising  
Governance*

### **Actions**

Outsourcing:

Maximising National and Regional funding.

ERDF 2007-2013 funding through ROP and Sector Programs.

Loans from National, European and international banks.

Thematic European Programs and EC Initiatives.

Financial synergies with other public sector development plans in the City

Financial synergies through public-private partnerships.

Income from investments.

Rebuild of the administration structure, also introducing:

UNESCO Municipal office

- This office will be charged with programming , performing and following-up of UNESCO
- heritage safeguard, management and development

Local Development Agency

- This Agency will be under private law and at least 51% municipal control, managing and
- supplying services for the Municipality, development programs, outsourcing. The Agency will
- be economically independent.

Citadel neighbourhood board

- This board will act as a consulting body of the City council
- As controller of the decision making processes addressing city actors
- Identifying and proposing specific shared options

Training for public servants:

- Methodological support
- Project cycle management
- Decision making process
- Communication

## 6. Improvement of urban environment and life quality

*Develop a comfortable and attractive city strengthening tourist exploitation  
Plan urban developments that balance actual inequalities and functional conflicts  
Introduce urbanistic incentives and regeneration accelerators  
Improve already existing fabrics and environments before planning new ones*

New Master Plan, targeting a new structural function of the city through:

- the mitigation of existing conflicts and tensions of the urban system
- the urban integration of dismissed areas, buildings and brown fields
- the renovation of buildings
- the development of social housing and services to residents

Detailed Urban Plans for strategic areas

Revised lands and buildings properties public register

New hospital with out patient department

Rehabilitation and new use for the old hospital area and buildings

New stadium

Rehabilitation of the actual stadium area

Sustainable integration and environmental upgrade of the “blocks” neighborhood:

- Social services to residents
- Services to the person
- Neighborhood commerce
- Block properties coordination for common management of the buildings
- External quality of the buildings
- Energy performance of the buildings
- Public gardens, playgrounds, meeting spots
- Residential safety and environment quality

New use for dismissed industries:

- Sustainable redevelopment
- Aesthetical integration
- Integrate economic and social uses and services
- Cleaning of polluted grounds and undergrounds

Modernization of the municipal waste water treatment plant in Sighisoara

Water supply and sewage: Sewage system in several streets in Sighisoara

Sewage system and waste water treatment plant in Sighisoara – Hetiur area

Modernization of the water treatment plan in Sighisoara – Albesti

Energy Management Agency in Sighisoara (“intelligent Energy Europe” Program)

Develop UNESCO downtown area as the logistic centre of the city:

- Create a balanced and complementary relationship with the citadel.



- Promote a mixed range of activities.
- Renovation of residence
- Services to the residents
- Artisan ateliers and commercials
- Improve energy performance of buildings
- Civil protection against big risks and emergencies.
- Fire protection
- Reshape the downtown old market square (park)
- External (facades and roofs) rehabilitation of buildings and of streets sequences.
- Rehabilitation of the existing parking square.
- Rehabilitation of the main street in a pedestrian avenue

#### Regeneration key poles

These are fast track interventions planned and controlled by the public sector realized where the conditions permit to develop rapid projects, that act as accelerators of the development plans for the larger area. Such operations could be object of financial agreements between administration and owners. This option is synergic to the options for build environment quality and social services.

#### Rehabilitate the Star hotel with new uses

#### Integrated development of the area between downtown and the river:

- Existing unfinished buildings
- Lands to be developed
- Services to visitors
- Social infrastructures
- Refurbishment of existing heritage

## 7. Strengthening and exploitation of friendly business environment and opportunities

*Empower new enterprise local capacities*

*Orientate local initiatives for tourist enterprise*

*Link foreign productive investments with local development vocations and endogenous trends*

Orientation desk for local micro enterprises:

- Enterprise start up and training
- Incubator
- e-commerce
- Access to credit
- New Information Technologies
- Strengthen a quality oriented enterprising potential
- Use of existing resources
- Educate in enterprising networking
- Support sustainability

Consultation for further development of existing SM enterprises:

- Improve quality of products and services
- Control production costs
- Enlarge markets
- Reconvert or diversification of critical sectors
- Promote district concept and networks
- Coordinate logistics and reduce time of deliveries

Rehabilitation and revitalization of the industrial area

- Reverting plan
- Pollution cleaning projects
- Rehabilitation and development of utilities
- Define offer packages for investors

Citadel tourist bureau

Specific aid for tourist enterprises:

- arts and crafts enterprises linked to tourism
- service enterprises linked to tourism
- family scale high quality tourist pensions
- differentiated and high quality restaurant offer

Internet wireless connections in hot areas

## 8. Social measures and aid for disadvantage social groups

*Combat social exclusion*

*Ethnic groups integration*

*Women empowerment*

*Invest in the younger generation*

Youth should be the first priority by promoting:

- Festivals, strengthen existing and plan new cultural events
- Youth hostels, low cost high quality residences for young people and students
- Schools and professional training, connected to local development perspectives
- ICT equipment and books for schools
- Pre university and university premises in architectural restoration and monuments conservation, connected to the new museum
- Leisure, meeting points, social points, music, dance, performances
- Incubators, support to enterprising and business start-up

Roma community integration policy:

- Support access to social services, jobs and education

Elder people should also be a priority:

- Meeting points
- Support integration in active life
- Extra hospital health care services at home
- Day hospital and out patient structures rehabilitation and equipment

Multifunctional Social Centres

- Long term social residences
- Life long learning education and vocational training integrated in existing schools
- Humanitarian help and reintegration in the labour

Women is a critical issue to tackle:

- Promote and assist the organization of associations and clubs
- Develop nurseries for children 1-3 years aged
- Organize family assistance
- Develop assistance for orientation, information and help centres
- Combat exclusion and violence
- Specific support should be oriented for job or enterprise creation by women
- Equal opportunities policy should also be promoted in the framework of a sustainable development plan promoting balanced gender participation in enterprises

## 9. Jobs and Education

*Facilitate interface between economic operators and local labour*  
*Coordinate professional and vocational training with development trends and investments*  
*Link professional education to economic activities and job offer*

Orientate professional education to development strategies:

- Coordination between education institutions and economic sectors
- Services for the tourist sector
- Artisan enterprises
- Local job offer for investors, promotion and facilitation

Dedicated advanced professional training for tourist professions

- Professional staging in tourist enterprises
- On the job training
- Computer training for adults
- English language training

Municipal job search agency shared with schools and economic sectors

Assistance for job flexibility and job conversion

- Vocational training for adults
- Life long learning
- Skill improvement training

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