

The European Commission's
**INTELLIGENT CITIES
CHALLENGE**

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May 2022

Bistrița: Intelligent City Transformation Overview

ICC Final Deliverable



Executive summary

Location of Bistrița – Nasaud county in Romania, Bistrița is located in the northeast of Transylvania Plateau in Bistrița depression, on the Bistrița River.

The touristic resources existing both at the level of the municipality and in the surroundings, outline a complex, diversified tourist product, with a particularly high potential to meet the travel needs of tourists with various interests.

In the current context of the COVID-19 pandemic, the HoReCa industry has been and is one of the most affected economic sectors, which is why the actors in this field have had to adapt to the new conditions and find innovative solutions to be able to meet users with a competitive and safe service offer. It is important that in the future this industry is supported to identify also the necessary solutions for restarting the activity at full capacity, but responding to new global requirements and trends of safety and comfort.

The ICC program is supporting Bistrița in addressing its challenges in **sustainable tourism**.

The city's involvement in ICC links the solution to the the **vision** "Rejuvenated, vibrant and distinctive historic centre in Bistrița, enjoyed by locals and tourists."

The solution links to the **Ambition statements**:

- Sustainable rehabilitation of historical buildings. Revival of passageways
- Organisation of cultural/sports events in the historic center
- Integration of Bistrița with other local / regional tourist objectives

The solution already started to create impact, with the organisation of the first event on the passageway of Bistrița in 2021, which drew thousands of visitors. More impact will appear after the start of cooperation with nearby municipalities in 2022 and in the following years.

Mayor Foreword

"Fairy tale nights along Bistrița Passageways, following the Story of the Wine!

I have supported this initiative of Mocănița Transilvaniei Association since its first edition, confident that the residents of Bistrița enjoy this type of event.

The large number of participants proved the success of the event, and this makes me happy!

See you next year at the third chapter of the Story of the Wine along Bistrița's Passageways!"

Ioan Turc, Mayor of Bistrița Municipality

The city of Bistrița pursued an EU-supported transformation over four main stages, and this document details that journey by these sections

Overview to the city's journey and structure of this document



1 Preparation & assessment

5 months:
September 2020 – January 2021



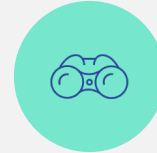
2 Ambition & roadmap

3 months:
February 2021 – April 2021



3 Implementation

15 months
May 2021 – July 2022



4 Review & way forward

2 months
August 2022 – September 2022

*Reported as
one section*

Summary

Find out **where a city is, where it should go** and who in the ecosystem is going to **mobilise / make things happen**

Develop a **concrete plan** to achieve **measured improvements**, collaborating with the community; push action with immediate benefits

Get “big moves” **done** and **see results**; take **action in partnership** with others

Measure success, and commit to **keep connections and improvements going**

Section

1

September 2020 to January
2021

Bistrița: Preparation and assessment

ICC transformation



Introduction

- Country = Romania, Region = North-West, Province = Transylvania, County: Bistrița - Nasaud
- Area = 145.47 km²
- Population = approx. 90,000 inhabitants
- Population density = 646.34 inhabitants/km²
- Demographic profile (age, gender, ethnicity) : average age 39.5yrs, 48.59% men, 51.41% women; Romanian (85.05%), Hungarian (5.14%) and Roma (2.18%)
- Economy profile (per capita GDP, key local industry/employment sectors): 7900 E/capita region; products for automotive industry, plastics industry, Leoni Wiring System, Teraplast, Rombat, Comelf.
- Employment levels: 2.5% unemployment rate
- Functional Urban Area: medium size

According to the updated Integrated Urban Development Strategy (SIDU) of Bistrița for 2030, tourism is considered a source of economic development both at local and regional level.

Through the ICC, Bistrița municipality intends to take advantage of the expertise and consultancy provided within the initiative, in order to revitalize the historic city centre with a technology and energy upgrade, creating at the same time sustainable and smart tourism facilities in Bistrița, focusing on the city centre.

Introduction

Bistrița decided to focus the ICC work on positioning the city as attractive for an eco-tourism niche, capitalising on the local heritage and natural strengths.

The municipality of Bistrița has taken a series of steps to activate slow tourism through the concept of "Bistrița –High & Slow Medieval Burg" within the Intelligent Cities Challenge program.


The concept proposes that Bistrița become such a destination through:


- Generating experiences that help preserve the identity of the destination;
- Providing services and products that are in line with the local geography and the annual season;
- Providing meaningful experiences;
- Offering a mix of integrated products;
- Developing alliances with other stakeholders in local tourism;
- Developing a compelling narrative;
- Promoting creativity within the experience, both from the host and from the traveller.


The City's ICC project proposes the development of the concept and the touristic brand the "Transylvania Gate", which would include the tourism offer of Bistrița Municipality, the peri-urban area of the city and of Bistrița-Nasaud County, as well as the revitalisation of Bistrița's unique architectural and cultural identity as a "city of passageways", having the key elements for the development of high & slow tourism.

City needs: State of the city overview

Significance of insight to what we want to do on the ICC

 Of critical importance to ICC journey and we should be working to change

 Of importance to ICC journey, and we should act to change this along the journey as opportunity presents

 Contextually relevant, but not major point of attention in ICC and unlikely to be impacted on the journey

The state of Bistrița today

- ~90,000 inhabitants
- The historic centre, with buildings from the 13th to the 19th century, specific to a German burg, is well preserved and has not undergone major changes
- Many historical buildings have already been rehabilitated, but many more still need to be rehabilitated
- From an energy efficiency point of view, even rehabilitated buildings are above the consumption target, so more investments are necessary
- The city and its surroundings have many touristic attractions, but lack touristic infrastructure, strategy and efficient promotion

Key insights from city performance analysis

Higher performance observed

1 Many rehabilitated historical buildings, well preserved city centre

2 Many tourist destinations rehabilitated or under rehabilitation

3 Wonderland Leisure Centre is under construction and it has the premises for local and regional tourism development

4 The Tourist Information Centre in Bistrița is functional and operational

Lower performance observed

1 Rehabilitated buildings are above the consumption target

2 Lack of local regulations for buildings in the historic centre

3 Many touristic destinations not attractive and unfunctional

4 The promotion of the city and its objectives is done more by traditional methods and less by technology

City Ecosystem

Interpreting the content of the deliverable from the Stakeholder workshop, i.e.:

- **Insights from the 1:1 interviews**

- 8 bilateral meetings with different stakeholders (public authorities, NGOs, hotels): Chamber of Commerce and Industry of Bistrița – Nasaud, The Tree Coffee Association, The County Museum, Babes – Bolyai University – the Bistrița branch, Intercommunity Tourism Development Association, The Municipal Cultural Centre, Made in Bistrița – Nasaud County Association, prof. Cornel Ban, prof. Vasile Duda – art historian, Metropolis hotel.

Advantages of contributing to the ICC activities: their capacity to create specialised input in matters related to the subject solution. Disadvantages: Personalised contribution in each stakeholders' field of activity which needed to be integrated and turned into the whole design solution chain by the Municipality as a coordinator.

- High interest from stakeholders in the subject and high interest in cooperation:
 - Their insights varied from describing the building rehabilitation / tourism problems in the city / region, the positive aspects and the opportunities present and offering project ideas
 - Based on their input, a presentation was created and presented at the Stakeholders' workshop (available in Romanian)

- **Insights from the local enablers analysis**

- The survey was translated and sent to the stakeholders via Google Docs
- The responses have been received and interpreted, the results being analysed in the Stakeholders' Workshop
- Results can be found here (in Romanian)

<https://docs.google.com/forms/d/1DUBdEMRjrBtMMCntllqOQ6EH8f6ZIGTNBcYbXrGfehU/edit#responses>

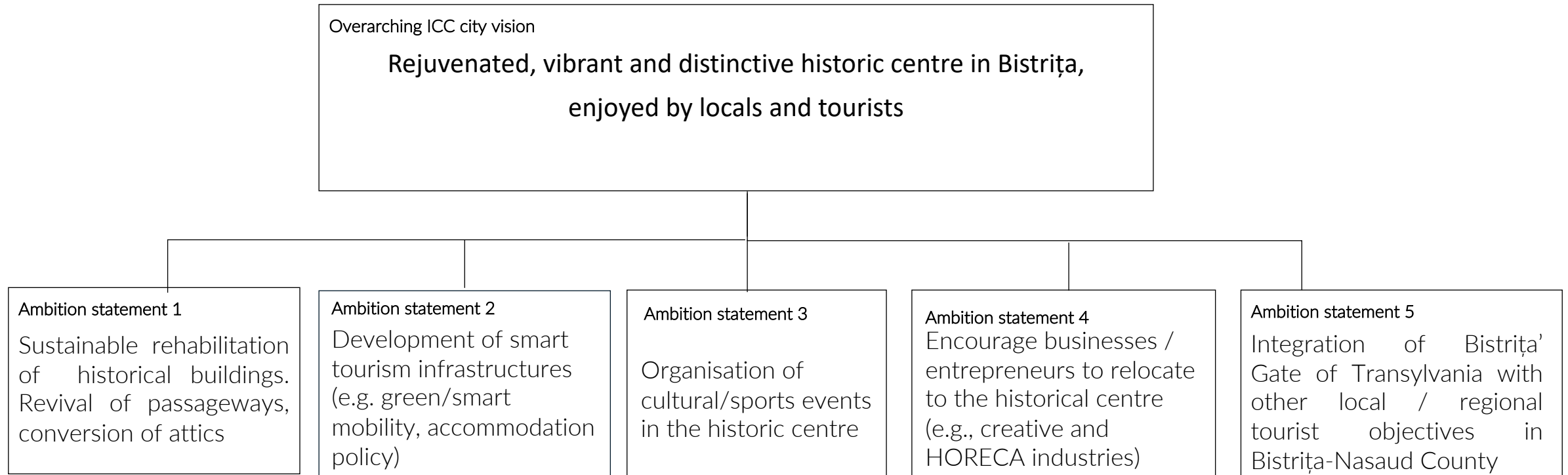
City Ecosystem

Interpreting the content of the deliverable from the Stakeholder workshop, i.e.:

- **Reflections from the stakeholders in the workshop**
 - A total of 16 participants attended the workshop, many of them being present also at the bilateral meetings
 - The summary of the bilateral discussions and of the enablers' survey were presented during the workshop
 - Presentations created high interest and a good base for the discussion with the stakeholders, that approved or constructively criticised the results so far; a document (in Romanian) presenting feedback on the workshop was produced and distributed among the participants
 - The vision of the project developed in the needs assessment workshop was further refined
- **Reflections on working norms with the ecosystem**
 - Participants showed their interest in the ICC project and want to be further involved in it
 - The proposal of having further monthly stakeholders' meetings for the duration of the project was accepted

ICC strategy: Vision and ambition statements

Describe the ICC strategy: Vision and ambition statements



Solution chosen for ICC Bistrița

Following consultations with the cities' ecosystem, the consortium decided upon the following:

- a. Design of a Strategic document to position Bistrița as “high & slow medieval burg” and its integration in the Integrated Urban Development Strategy
 - b. One pilot project to adopt a pedestrian passage
- During the mapping exercise, these solutions were the only ones which went into the “Moving and Growing” category
 - Both fall within the expertise area of the thematic expert
 - The rationale was to choose a strategic project (tourism strategic document), on which to focus, but also combined with a more concrete project, which will run as a pilot project (adoption of the pedestrian passageways)

City strategy: justification

Overall strategy (for city as a whole)

How do the solutions interact?

At this moment, we consider that the ICC solutions we planned are detailing, refining and adding value to what we have in present in terms of tourism at the city level: Bistrița Local Development Strategy 2010-2030 and Bistrița Urban Development Integrated Strategy.

If you could boil down your strategy to three thoughts that have best guided you on your way, what would they be?

1. We did not yet approach in a strategic way the component of a high and slow medieval burg niche tourism
2. Till now, we did not succeed in bringing together specialists and experts of different domains and from different organisations to stress out their comprehensive perspective of achieving really needed results
3. We started with the need of a quality tourism

What are the key factors that define success across all of your solutions?

- Stakeholders' engagement
- Quality of experts
- Political willpower

Section 2

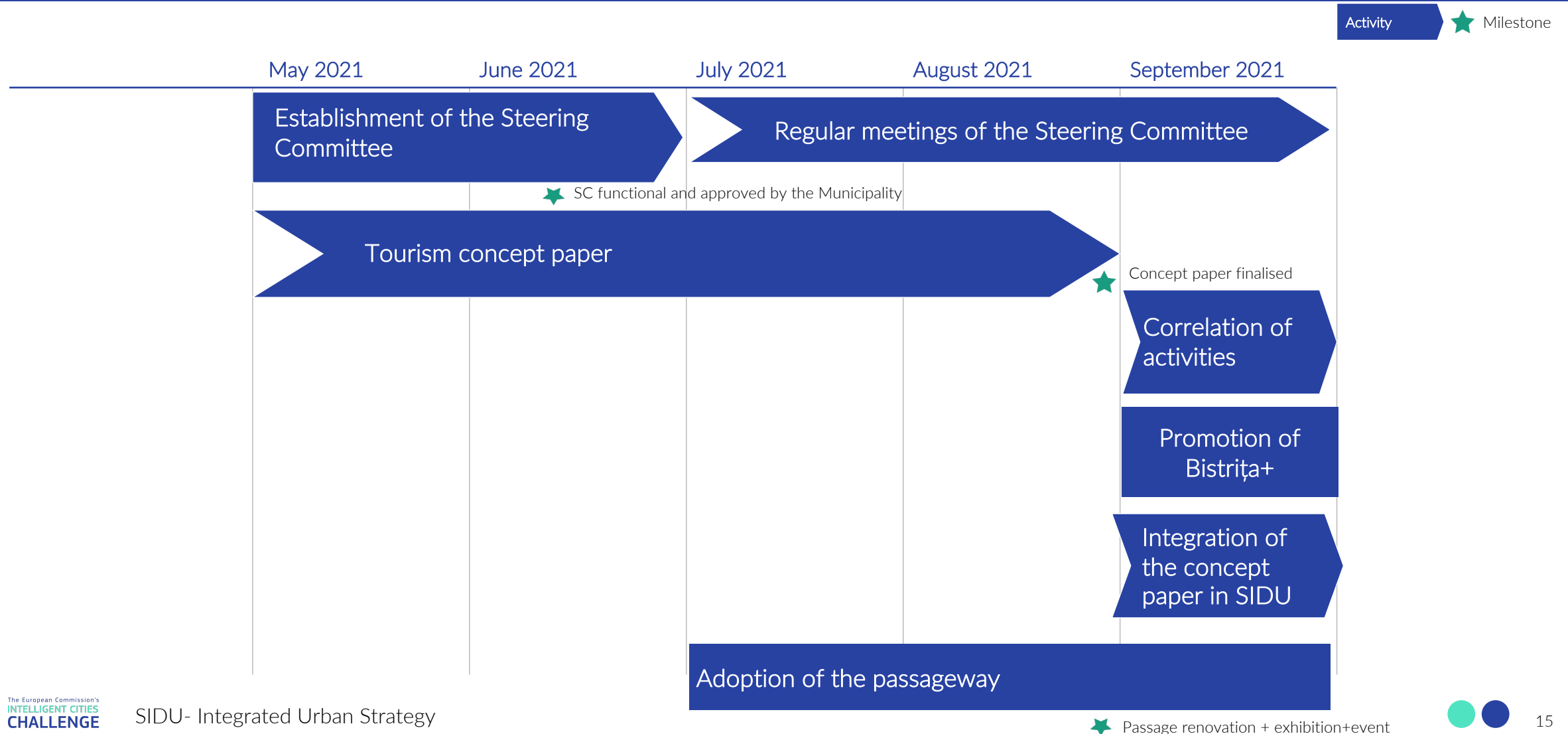
February 2021 to May 2021

Bistrița: Ambition and roadmap

ICC Transformation



High level implementation roadmap for tourism promotion (“10000m plan”)



High level implementation roadmap for tourism promotion (“10000m plan”)



High level implementation roadmap for tourism promotion (“10000m plan”)



Rationale to road map

Once the solutions were defined, we proceeded to define and monitor the action plan. This happened during the 2-day workshop which took place online from 22nd to 23rd of April 2021. During the workshop, attended by the majority of stakeholders, we ideated concrete initiatives to support each solution, we set milestones and sketched the roadmap, we detailed out implementation plans for key initiatives, we identified typical governance problems in multi-stakeholder projects, we developed a draft governance plan for the roadmap implementation and we chose the KPIs to measure its progress and impact.

For this purpose, we were supported by the ICC methodology and moderated by the lead expert.

Thus, during the defining and monitoring action plan workshop, we worked together on the 100 m action plan, the 10000 action plan, the governance for the roadmap implementation and Bistrița KPIs.

The most important milestones of the roadmap are: a steering committee composed of municipalities with tourism potential and other relevant stakeholders, the drafting of a strategic paper for tourism promotion in Bistrița, organisation of events that revive the passageways of Bistrița, a campaign promoting tourism in Bistrița and its surroundings.

Initiative charter

Strategy

Description



Sustainable tourism in Bistrița and its surroundings

Bistrița and its surroundings has a high touristic potential due to natural location and the cultural attractions of its Saxon heritage. However, the number of tourists is lower than expected as there is no articulated strategy on how to promote sustainable tourism. Main activities foreseen: Strategic document to position Bistrița as “high & slow medieval burg, cooperation with nearby municipalities, “adoption” of a passageway in Bistrița

Link to vision



The vision the solution links to “Rejuvenated, vibrant and distinctive historic centre in Bistrița, enjoyed by locals and tourists”

Link to ambition statement

The ambition statement solution links to Ambition statement 1 - Sustainable rehabilitation of historical buildings. Revival of passageways (...); 4 Organisation of cultural/sports events in the historic centre; 5 Integration of Bistrița with other local / regional tourist objectives

Expected impact and timing

Expected impact & when will the solution begin to create impact? The solution has already started to create impact, with the organisation of the first event on the passageways of Bistrița, which drew thousands of visitors. More impact will appear after the adoption of the tourism concept paper (estimated early 2022) and the start of a cooperation with nearby municipalities (2022 and beyond)



Stakeholders involved

Solution lead:

Bistrița City Hall



Solution working team:

Bistrița City Hall, nearby municipalities, Mocanita Transilvaniei Association



Contributors:

Which other entities (at organisation level) might contribute? Probus in BN, Museum Complex Bistrița Nasaud, ADI Turism, Chamber of Commerce,



Risks and mitigation

What are the key risks?



Nearby municipalities not interested in cooperation; initiatives not supported by contributors

What challenges are likely to arise during implementation?

- lack of funding; lack of interest in developing a common tourism strategy with the other municipalities

What are mitigating measures that are being put in place?

Permanent dialogue and early efforts to find budgets for the project

Inputs, outputs, outcomes and impacts

Source of funding and estimated cost



The source of funding and an estimate of the cost
Own budget of the City Hall, Mocanita Transilvaniei Association, of the other contributors
Estimate of the cost:
11,000 Euro till end of 2021, and 38,000 Euro for the events scheduled for year 2022

Solution maturity outputs



How well a city is using new technological solutions (e.g., increase in broadband coverage, establishment of open data platform and datasets, etc.)

Number of newly established / under establishment touristic routes	3
Number of events in the project	3
Number of participants in the events of the project	500

City performance outcomes and impacts



How well a city is performing on outcomes and impacts (e.g., quality of life, air quality, increase of number of jobs, etc.)

Degree of stakeholder participation in the process of developing and implementing the plan	12
Yearly number of visitors of the website https://www.Bistritaturistica.ro/	4000
Number of visitors for the Silversmith's House, Evangelical Church, Center for Touristic Information	4000 5000 4500

Key Performance indicators

Solution	Activities – Inputs and actions	Solution Maturity - outputs	City performance – outcomes and impacts
Tourism promotion	Funding committed by city authority	Number of newly established / under establishment touristic routes	Degree of stakeholder participation in the process of developing and implementing the plan (e.g. numbers involved in advisory panels, working groups etc.)
Tourism promotion	Funding committed by other city ecosystem players	Number of events in the project	Yearly number of visitors of the website https://www.Bistritaturistica.ro/
Tourism promotion	Funding committed on initiative in partnership with other ICC city	Number of participants in the events of the project	Number of visitors for the Silversmith's House, Evangelical Church, Center for Touristic Information
Tourism promotion			Active population, in thousands of people
Tourism promotion			Average annual GDP growth past 5 five years

Key Performance indicators - Cross cutting indicators

Cross cutting indicators

Active population, in thousands of people

Average annual GDP growth past 5 five years

Rationale to KPI approach

The rationale to KPIs defined during the workshops through collective brainstorming of the stakeholders:

KPI	Rationale
KPI Activities (inputs and actions)	The KPIs have been identified based on the strategic objectives defined in the roadmap. KPIs display the progress made on the different steps and phases of the roadmap to achieve the objectives and should be available and easily measurable.
KPI Solution Maturity (outputs)	The KPIs assess the result to be achieved from project activities. Output indicators measure the quantity and the quality of the solutions provided using inputs.
KPI City Performance (outcomes & impacts)	The KPIs correspond to the development objectives. City performance indicators are measuring performance and helps guide the progress. Indicators are chosen based on relevance, availability and trackability.
KPI Cross cutting indicators	The KPIs have the purpose of carrying out specific a monitoring on the outcome of the project and on the timely achievement of the defined objectives.

Governance structure for roadmap implementation - tourism promotion

Steering Committee Coordinator:

- Executive Director of European Integration Department- Bistrița Municipality

PM

- Chief of Service, European Integration Department – Bistrița Municipality

Core team

- Project manager – Bistrița Municipality
- Youth and Tourism responsible – Bistrița Municipality
- ICC lead and thematic experts
- Communication expert /Mayor`s office – councillor
- Architect – Historical monuments Department, Bistrița Municipality

Section

3+4

February 2021 to May 2021

Bistrița: Impact

ICC Transformation



Impact executive summary

The Intelligent Cities Initiative Challenge provided an important added value for the development and implementation of the sustainable tourism project planned by Bistrița.

After developing the action plan during the ICC City Lab Roadmap workshop, a steering committee was established and then a tourism concept paper outlining goals and plans for green and sustainable tourism was drafted.

The major successes during the ICC is the collaboration with the stakeholders involved in the projects we developed, the expertise of the consultants, and the collaboration with the other cities. Working with stakeholders in the ICC program has led to the development of collaborative relationships and generated project ideas.

The major obstacles were related to funding of the projects and the Covid19 pandemic.

The KPIs were established was during the workshops through collective brainstorming of the stakeholders.

For the next three years, Bistrița's goals are to:

- Further prioritize sustainable tourism in Bistrița
- Organize future events in Bistrița to attract more citizens and tourists
- Continue the collaboration and establish new relationships with ICC cities
- To contribute to the economic development at local and regional level through tourism.

There are four types of measurable concepts that come together to drive success in the ICC



Assessment of city performance - progress against KPIs

City performance			Where we started	Midway through the challenge	Final results
1	KPI 1	Number of newly established / under establishment touristic routes	1	2	3
2	KPI 2	Number of events in the project	0	1	2
3	KPI 3	Number of participants in the events of the project	0	500	2000
4	KPI 4	Degree of stakeholder participation in the process of developing and implementing the plan	0	12	15
5	KPI 5	Yearly number of visitors of the website https://www.Bistritaturistica.ro/	4000	0	0
6	KPI 6	Number of visitors for the Silversmith's House, Evangelical Church, Center for Touristic Information	0	8500	10000

Assessment of city performance - discussion

Regarding the **KPI 1** - number of newly established / under establishment touristic routes – we already had a success starting with 2022 by including Bistrița in the project "Via Transilvanica" (Transylvania Route). In this respect, it was approved the realisation of the thematic route in the area of Bistrița municipality, part of the route in Bistrița-Nasaud county.

Regarding the **KPI 2** - related to the number of events, up-to-date results are very good. One of the goals and plans for green and sustainable tourism presented also in the tourism concept paper was to revitalize Bistrița's Passageways, specifically the Guild Axis. We had in August 2021 an event 'The Story of the Wine in Bistrița's Passageways of ' (you can read more about it here: [Putting ICC ideas into action – Bistrița's smart tourism success | Intelligent Cities Challenge](#)), while in August 2022 we had the second event in this series of "The Story of Wine along Bistrița's Passageways", namely "Passageways in the spotlight" where the passageways that make up the Guild Axis and the Dogarilor Tower were presented in a fairytale atmosphere, with good wines, soulful music and products made by the most skilled craftsmen in the city.

The **KPI 5** - regarding the yearly number of visitors of the website <https://www.Bistritaturistica.ro/> was not fulfilled and during the ICC program we realize that is not going to be achieved, as the website is not yet developed.

While the Evangelical Church is being rehabilitated, the number of visitors will add up to the fulfillment of the **KPI 6** starting midyear 2023.

Assessment of solution maturity - discussion

The ICC solution for Sustainable tourism in Bistrița and its surroundings planned is on-track with:

- two events organised (one in 2021 and another in 2022), another one is foreseen for the next year
- the adoption of the tourism concept paper (2022)
- the start of cooperation with nearby municipalities (2022 and beyond) with the letter of intend for partnership issued and signed by several parties

Assessment of city ecosystem and activities - discussion

In the context of the ICC program and the proposed project, the stakeholders in the ecosystem collaborated for aligning current/planned projects of Bistrița as per the updated Integrated Urban Development Strategy (SIDU), with the expectations from ICC – e.g., working sessions with (among others) thematic experts, drafting output documents/deliverables, participating in city labs and other European events to present Bistrița's initiatives, etc.

At local level, several workshops and stakeholders meetings were organised between November 2020 and November 2021, as well as a Geographical Chapter Meeting Romania that took place on May 19th, 2022.

Cooperation between the public administration and stakeholders at local, regional or national level represents both a great challenge and an important element in order to create an attractive and competitive tourist area for Romanian and foreign tourists.

5 key lessons

Lesson	Reflections
1	ICC helped us gain recognition by the local stakeholders on the importance of sustainability in tourism
2	Excellent cooperation between stakeholders led to ground-breaking event that put the spotlight on a historical part of the city that was “forgotten” even by the locals
3	Solidarity of the stakeholders is key of success. We need to maintain stakeholders’ aggregation and interest
4	It is vital to have a good planning of the project and stick to it ...but also maintain flexibility and adapt to changing events
5	Learning and getting motivation from results with the help of the community.

Reflections on city collaborations

In terms of lessons learned, during ICC we collaborated a lot with other ICC core cities. The City Labs peer reviews sorted out many ideas and exchanges of best practices. Thus, during ICC we exchanged with cities such as:

- **Tripolis, Greece** on how to set up a touristic route connecting Bistrița to neighbouring cities and villages, select the interesting objectives (cultural, religious, agritourism, ecotourism, environment) to highlight the natural beauty, the culture, the local products ... the Saxon heritage, and **Trikala, Greece:** on how to use an online platform to present digital tours of some specific routes. These routes can cover different areas as local history, local gastronomy, etc.
- **Catanzaro, Italy**, who shared with us their solution on creating a space of city digital innovation within a prestigious historical building which to become a centre for ICT initiatives and to host activities of co-creation for tools/advanced digital apps being used both in tourism and local administration digitalisation and
- **Guimaraes, Portugal** who had the idea of creating a brand new organisation (for example the **Digital Academy**) to offer to the local businesses green and digital technologies (including training HR and supporting the production and management processes), sustaining skilling, upskilling and enhancing the population digital skills in general.

We also had a very fruitful Romanian geographical chapter meeting which aimed to bring together the stakeholders from the Romanian chapter of the Intelligence Cities Challenge, funded by DG GROW, in an informal roundtable and open debate on the experience of implementing ICC Challenge in Romania. Thus, the city representatives shared their experience and results from their work on the ICC initiative. The cities were at different stages in their ICC journey. Two cities, Arad, and Iasi have been participating already in the Digital Cities Challenge and were more advanced in already implementing some of the solutions identified in their Action Plans in the previous edition. Bistrița, and Timisoara only now joined the ICC.

Commitments

Commitments to on-going resources

As already mentioned, one of the solution found by Bistrița was to adopt a couple of passageways (the Guilds Axis) where to organize events to attract more citizens and tourists. It happened last year and the event organised there was the Story of the Wine along Bistrița's Passageways. The second edition took place this year attracting more citizens and tourists and, according to the Mayor's declaration, a third edition will follow, turning it into a permanent event, all with the substantial financial support of Bistrița Municipality.

Commitments to on-going collaboration

During the ICC, the Municipality of Ulm, Germany, proposed the set up of an informal group of ICC cities debating and seeking funds for their challenges. The group consists of cities from Germany, Poland, Spain and Romania, and, as it works now, it will continue to exist, this way the ICC cities will have the opportunity to meet after the ICC journey.

Commitments to on-going KPIs

Monitoring events and the number of visitors.
Continue the cooperation with nearby municipalities for tourism development.
Adoption of a new Action Plan.
Keep the stakeholders' engagement.

3 Year plan - ambitions

Building on the ICC, what would the city aim to achieve in 3 years time?

- Further prioritize sustainable tourism in Bistrița
- Organize future events in Bistrița to attract more citizens and tourists
- Continue the collaboration and establishing new relationships with ICC cities
- Contribute to the economic development at local and regional level through tourism

What steps will you take over the next 3 years to achieve these goals?

- Keep the stakeholders engaged
- Continue the implementation of the planned initiatives
- Secure financing for tourism projects and local initiatives
- Develop and create a favourable framework for capitalising on various opportunities for entrepreneurial initiatives
- Promoting the local tourism

3 Year plan - targets

KPI	Category	What commitments will the city make to this end?
1	City Performance	The Municipality of Bistrița will continue to organize events that will attract more citizens and tourists
2	Solution maturity or activities	The city will develop new attractive tourist products and focus on promoting Bistrița, attracting a large number and a wide range of tourists, who can find here unique leisure opportunities
3	Ecosystem	Regular meetings will be organised with the stakeholders so as to maintain their interest in the municipal tourism activities
4	<_____>	<_____>
5	<_____>	<_____>

Appendix

Bistrița: Additional information

ICC Transformation

February 2021 to May 2021

City Needs: State of the city – detailed analysis

Higher performance areas

Key insight	Data points	Interpretation	So what?
Many rehabilitated historical buildings, well preserved city centre	13 completed or ongoing projects for the rehabilitation of historical buildings	Steps have already been taken for the retrofitting of the historical area of Bistrița	This activity needs to be continued, paying more attention to energy consumption/ deep retrofitting
Many tourist destinations rehabilitated or under rehabilitation	5 major tourist attractions under rehabilitation	The vision of the city hall is to develop this sector by improving the tourist infrastructure	It is not enough for these buildings to be rehabilitated, it is necessary to have an attractive and functional destination
Wonderland Leisure Centre is under construction and it has the premises for local and regional tourism development.	Major investment consisting in sport facilities, leisure and adventure activities.	The diversification of the tourism areas is a key factor to attract more visitors	The complex needs to be finished, promoted and maintained, in order to achieve its purpose.

City Needs: State of the city – detailed analysis

Lower performance areas

Key insight	Data points	Interpretation	So what?
Rehabilitated buildings are above the consumption target	All the rehabilitated buildings of the City Hall for which data were available were well above the consumption targets	Rehabilitation of buildings was done without taking into account too much the lowering of energy consumption.	Deeper retrofitting needs to be done on historical buildings, even those already rehabilitated, in order to reach the consumption targets
Lack of local regulations for buildings in the historic centre		Lack of local regulations for buildings in the historic centre leads to impossibility to control their proper maintenance and rehabilitation.	Regulations should be put in place to specify and enforce proper maintenance and rehabilitation of buildings in the historical centre.
Many tourist destinations not attractive and unfunctional	More than half of the tourist destinations in Bistrița are unfunctional.	Although most of them are rehabilitated, there is lack of interest for making them functional	The city needs to rethink its tourism strategies and prioritize on this side.