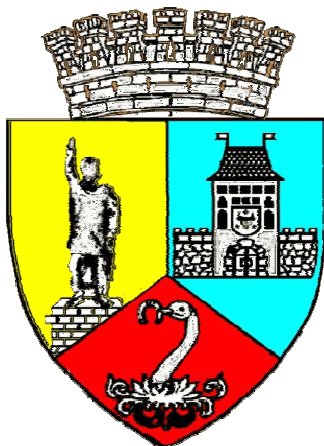


# Local development strategy of Bistrița Municipality for 2010-2030

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## Local development strategy of Bistrita Municipality for 2010-2030



*Document produced within the project entitled:  
"Elaboration of the Local Development Strategy of Bistrita Municipality for 2010 – 2030"  
co-financed by the European Social Fund, through the Operational Programme "Administrative Capacity  
Development", Priority Axis 1 - Improvements in the structure and in the process of management regarding  
the public policies cycle", Intervention Field 1.1. "Improving the decision-making process at political-  
administrative level", "Local development strategies" Operation, SMIS code 12737*

### ABSTRACT

- the integral version of the strategy is on the attached CD -

**Beneficiary: Bistrita Municipality**

2011

# Local development strategy of Bistrița Municipality for 2010-2030

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## I. PREAMBLE

### **National and regional context with regard to the need to elaborate the local development strategy**

According to the acquis regarding the Cohesion Policy of the European Union, each Member State has elaborated a National Reference Strategic Framework (NRSF) for 2007-2013, as a reference document for programming the Cohesion and Structural Funds.

However, this document does not serve as a management tool, but as a strategic document that establishes the intervention priorities of the Structural and Cohesion Funds in the reference period.

NRSF makes the connection between the national development priorities, established in the National Development Plan for 2007-2013, and the European priorities – the Community Strategic Orientation (CSO) with regard to the Cohesion 2007-2013 and the EU Integrated Guidelines for Economic Growth and Employment 2005-2008.

The National Reference Strategic Framework is implemented by the Operational Programmes within the Objectives “Convergence” and “European territorial Cooperation”.

The Operational Programmes (OP) are strategic documents elaborated by the Member State and approved by the European Commission. They comprise the set of multi-annual priorities that may be financed by the Structural Instruments, from the funds of the European Investment Bank and from other funds. There are two types of Operational Programmes: regional and sectoral.

- Regional Operational Programme;
- Sectoral Operational Programme Transport Infrastructure;
- Sectoral Operational Programme Environment;
- Sectoral Operational Programme Human Resources Development;
- Sectoral Operational Programme Increase of Economic Competitiveness;
- Operational Programme Administrative Capacity Development;
- Operational Programme Technical Assistance;

The only development directions presently available for the next programming period, 2014-2020, are detailed in the document approved by the European Commission, Europa 2020 Strategy and the seven initiatives proposed as work instruments:

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- *"Innovation Union"* to improve framework conditions and access to finance for research and innovation so as to ensure that innovative ideas can be turned into products and services that create growth and jobs.
- *"Youth on the move"* to enhance the performance of education systems and to facilitate the entry of young people to the labour market.
- *"A digital agenda for Europe"* to speed up the roll-out of high-speed internet and reap the benefits of a digital single market for households and firms.
- *"Resource efficient Europe"* to help decouple economic growth from the use of resources, support the shift towards a low carbon economy, increase the use of renewable energy sources, modernise our transport sector and promote energy efficiency.
- *"An industrial policy for the globalisation era"* to improve the business environment, notably for SMEs, and to support the development of a strong and sustainable industrial base able to compete globally.
- *"An agenda for new skills and jobs"* to modernise labour markets and empower people by developing their skills throughout the lifecycle with a view to increase labour participation and better match labour supply and demand, including through labour mobility.
- *"European platform against poverty"* to ensure social and territorial cohesion such that the benefits of growth and jobs are widely shared and people experiencing poverty and social exclusion are enabled to live in dignity and take an active part in society.

**The strategic planning project** at the level of Bistrița Municipality represents an ambitious and challenging effort, but it is very necessary. It is built on a thorough methodology, based on the international experience, and it envisages to gather the efforts of all interested persons and organizations, in order to achieve both a managerial objective and to engage the community in the decision-making process.

***The strategic planning project aims at defining the strategic milestones for the community development for a 20 years period.***

Local development does not mean only a cleaner environment, but also a more stable and healthy economy. The human society development may be ensured by the present and future management approach of its natural, energy, material and information resources. Moreover, the development of society, through its economic pillar, means the raise of investments, promotion of stability and competition, development and rewarding labour skills.

## **Local development strategy of Bistrița Municipality for 2010-2030**

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At the level of Bistrita Municipality it is required an integrated approach of all social, economic and environmental aspects, in order to achieve a simultaneous solution, by public policies and a strategic planning adjusted to the existing situation, the urgent problems that should be considered by the social and economic development of Bistrita Municipality, i.e.:

- improving the urban infrastructure and the urban public services, in order to create living conditions at European standards;
- renewal and revitalization of the Historical Center, including the rehabilitation of patrimony buildings, in order to raise the tourist attractiveness level of Bistrita Municipality;
- integration of peripheries;

### **Strategy elaboration context and process description**

The Local development strategy of Bistrita Municipality was designed within the project entitled "**Elaboration of the Local Development Strategy of Bistrita Municipality for 2010 – 2030**" co-financed by the European Social Fund, through the Operational Programme "Administrative Capacity Development", Priority Axis 1 - Improvements in the structure and in the process of management regarding the public policies cycle", Intervention Field 1.1. "Improving the decision-making process at political-administrative level", Operation "Local development strategies".

The Operational Programme "Administrative Capacity Development (OP ACD) is financed by the European Social Fund and aims at developing the administrative capacity, and at supporting the efforts for upgrading the Romanian public administration.

**The overall objective of the project** is to create a more efficient public administration to the social and economic benefit of the community.

**The goal** of this project is to elaborate the Local Development Strategy of Bistrita Municipality for 2010–2030, which is the time framework for a long-term vision on the local development, where five strategic action fields (urban development and transport, environment and energy infrastructure, economic development, human resources, including healthcare, sports, culture and tourism) go together and support each other.

# Local development strategy of Bistrița Municipality for 2010-2030

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## Approach principles

The elaboration of the “ Local Development Strategy of Bistrita Municipality for 2010 – 2030” represents a critical need in this moment, due to the increased fluidity and the fast paced economic and social evolution. Considering that presently, most of the post-accession financing programmes of the European Union designed to Romania have already been detailed (and some of them are even accessed), we can forecast that during the next multi-annual financial programming horizon of the European Union, the financing mechanisms shall be relatively similar to the existing ones.

The local development strategy is the outcome of a decision-making process by which the local stakeholders went over the logic of a **strategic planning process**:

- they started from a common understanding of the existing situation, by identifying and analysing the problems and opportunities and by mutually defining the major problems and opportunities that shall be used to solve these problems.

The local development strategy elaboration process has a participatory dimension and observes the dialogue, communication and consultation principles.

The analysis of the present situation has been achieved as realistic as possible. Therefore, the collection of the data from the territory was performed in cooperation to the local authorities, local institutions and the members of the local community.

Moreover, the development objectives were defined by using the participatory method, by consulting all the partners and the groups interested or directly affected by the results of these objectives.

- they defined the desired situation within the forecasted period, for 6 strategic fields that, according to the data and indicators defined by the study and the population perception, focus on major problems.

- they identified the paths that lead to the achievement of the desired future situation for each strategic field, i.e. sets of programmes and projects to solve the major problems faced by the localities within Bistrita Municipality.

## Framing the Strategy in the European, national and regional priorities

In the present context of the common European policies, the taking over and application of the sustainable development principles have become a crucial factor to enhance the economic and social potential of this region.

## Local development strategy of Bistrița Municipality for 2010-2030

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Since Romania is a Member State of the European Union since January 1, 2007, it was necessary to elaborate the National Reference Strategic Framework for 2007 – 2013. This reflects the urgent development priorities of Romania at national, regional and local level and proposes their support by concentrated public investments, assigned on the basis of programmes and projects, as the fundamental instrument to be used by Romania in order to level as fast as possible the social and economic development gaps compared to the European Union. The Strategy is a complex document, elaborated within a wide partnership, based on the common programmatic documents of the member entities:

- National Sustainable Development Strategy of Romania, Horizon 2013-2020-2030;
- North West Development Plan for 2007 - 2013;
- Local Agenda 21;
- Integrated Urban Development Plan of Bistrita Municipality;
- General Urban Plan;
- Framework Documents for the Implementation of Operational Programmes;
- Cohesion Policy of the European Union, Community Strategic Orientation and Community Acquis;
- Master Plan for national tourism of Romania for 2007 – 2026;
- Other relevant local, regional and national strategies and documents: Action Plan for Sustainable Energy of Bistrita Municipality (APSE), Bistrita Municipality strategy for expediting the development of public utilities community services, Public Policy "Renewal of the Historic Center of Bistrita Municipality".

In the present context of the common European policies, the taking over and application of the sustainable development principles have become a crucial factor to enhance the economic and social potential of this region.

The proposed strategy answers the overall objective established by Europe 2020 Strategy: to transform the EU into a smart, green and inclusive economy, in order to provide a high employment and productivity rate and to ensure the economic, social and territorial cohesion and its priorities:

1. Smart growth – developing an economy based on knowledge and innovation (research and technology development combined with the efficient use of available resources lead to an increased productivity);
2. Sustainable growth: promoting a more resource efficient, greener and more competitive economy, that may lead, on the one hand, to the provision of "public goods" to the society (such as preservation of habitats, biodiversity and rural patrimony), generating new jobs in the target areas, by an extensive agriculture and the supply of local markets;

## Local development strategy of Bistrița Municipality for 2010-2030

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3. Inclusive growth: fostering a high-employment economy delivering social and territorial cohesion by unleashing the economic potential of rural areas, development of local markets and jobs, by providing assistance for agricultural restructuring and supporting the farmers to preserve a sustainable agriculture throughout Europe.

Moreover, the strategy answers the thematic objectives specified in the regulation proposals for 2014-2020:

1. Strengthening the research, technological development and innovation;
2. Improving the access to information and communication technologies and their use and quality;
3. Increasing the competitiveness of small and medium sized enterprises;
4. Supporting the transition towards a low emissions economy in all the sectors;
5. Promoting the adjustment to climate changes and risk prevention;
6. Protecting the environment and fostering the efficient use of resources;
7. Promoting the sustainable transport and cutting out the jams in the key networks;
8. Promoting the employment **and sustaining the** mobility of labor force;
9. Investing in skills, education and lifelong learning;
10. Promoting the social inclusion and fighting poverty;
11. Improving the institutional capacity and the efficiency in the public administration.

The Local Development Strategy of Bistrita Municipality aims at developing Bistrita Municipality in a controlled way, by approaching the three dimensions of the sustainable development concept, i.e. environmental, economic and social dimensions, focused on the permanent improvement of people's life quality and the relations among them harmonized to the natural environment, based on demographic, economic, statistical and environmental studies.

The strategy focuses on 6 strategic action fields:

1. Urban development and transport infrastructure
2. Environment and energy
3. Economic development
4. Human resources, including healthcare, sports, culture
5. Tourism



## Local development strategy of Bistrița Municipality for 2010-2030

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### 6. Administrative capacity development

#### **Promoting an integrated development**

The social and economic approach was aiming at the insertion and correlation of the proposed solutions to the identified fields, as priorities to the socio-economic development of the county: infrastructure, human resources and business sector, agriculture, environment and natural resources and the social field.

This is reflected by the fact that the strategic objectives proposed for each development field do not contradict among them and moreover, they support each other and contribute to the achievement of the common vision with regard to the future of the county localities: the achievement of positive economic and social changes, integrated in the environment protection efforts.

#### **Enhancing the local resources**

The local development was approached as a process focusing the identification, engagement and coordination of the use of local resources, usually undervalued and not used to their full capacity.

By promoting the uniqueness and the local specific, we also aimed at fostering the capacity to innovate and adjust to the available context and opportunities, by diversifying the supplies and services offer, and by raising the added value to the locally manufactured products and services designed to the consumers outside the county. The local potential fostering envisages the efficient, transparent and responsible administration of public goods: infrastructure and equipment, public areas, including the natural and cultural patrimony that need to be promoted but also protected and preserved for the generations to come.

#### **Engagement and partnership in solving the priority problems / fulfilling the joint objectives**

The basic idea at the core of the elaboration process of the local development strategy of Bistrita Municipality was the **engagement and partnership of the local stakeholders**, in order to enhance and develop activities that would lead to improved living standards of the inhabitants of Bistrita Municipality, including the poor and marginalized.

The workshops and planning sessions focused on the following issues:

- the quantity and quality of the interaction between participants, groups and institutions
- increasing the confidence and tolerance level
- building the association spirit and the awareness on the social cohesion need.

## **Local development strategy of Bistrița Municipality for 2010-2030**

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During the strategy elaboration process, we envisaged to achieve participation and to encourage partnerships by using the following tools:

- the engagement of all the parties interested to participate in the events and activities organized in order to elaborate the strategy by public information media campaigns
- the consultation the local stakeholders in order to identify the major problems faced by the local community and to identify the perception on the development opportunities
- the direct involvement in the decision-making process of a big number of persons.

During the strategy elaboration, we envisaged the coordination of the sectoral programmes and policies (social services, education, healthcare) according to the territorial problems, in order to level the development gaps present in the poor urban or rural areas, and to include the disadvantaged groups or the groups exposed to risk.

During the defining process of priority problems, we also analysed the discrimination situations and the promotion of equal opportunities for men and women, young and elderly people, ethnic majorities and minorities, the needs of disabled people and the promotion of their insertion into the social and economic life.

# Local development strategy of Bistrița Municipality for 2010-2030

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## II. ANALYSIS OF THE EXISTING SITUATION AND DIAGNOSTIC

### Analysis of the existing situation

#### Urban development

The surface of Bistrița Municipality is of **145.47 km<sup>2</sup>** (2.7 % of the total surface of Bistrița-Năsăud County). The city **population is 85,154 inhabitants** (26.9% of the county population, on January 1, 2011).

From an administrative viewpoint, Bistrița Municipality includes the city itself and another 6 aggregate localities: Sigmir, Slătinita, Ghinda, Sărata, Unirea și Viișoara.



*Aerial view of Bistrița*

In 2009, 17.5% of the administrative area of the Municipality was **built-up area**, concentrated in Bistrița City (65.5%), Unirea town (12.4%) and Viișoara town (8.1%).

Although the weight of the built-up areas has continuously decreased after 1990, these still represent over 82% of the administrative area of Bistrița Municipality, which is a relatively high percentage compared to other cities in the country.

With regard to the type the areas of the **unincorporated area**, the most significant weight is held by the forests and green areas (32.2%), grasslands (18.3%), meadows (18.6%) and orchards (17.3%). The arable lands represented only 7.2% of the unincorporated, being concentrated in Bistrița Valley (Unirea, Viișoara, Sărata). We notice the big surface occupied by orchards and tree nurseries which exceeds 2000 de hectares, one of the highest values in the country.

## Local development strategy of Bistrița Municipality for 2010-2030

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*Panoramic view of Bistrița*

**The inner city core** is relatively clearly determined, with complex functions (political and administrative, commercial, touristic and religious), as it is the defining element of the city. This area is divided into the old center, that corresponds to the old fortification (between the Municipal Park, Dogarilor Street, Republicii Boulevard, Petru Rareș Square and Ecaterina Teodoroiu Street) and the new historical center, specific to a German burg.

The core of the central area is the Evangelical Church, which is a national patrimony objective, dating from the 14-16 Centuries, together with the Central Square, which hosts the famous Sugălete Assembly. The fortified assembly of the city included an inner area of 42 ha, that corresponds to the historical center, also hosting other patrimony objectives, with high potential for tourism (Carpenters Tower, "Holy Trinity" Roman-Catholic Church, the Silverman's House, Andreas Beuchel House, Petermann House, and the Evangelical Church parish priest house.

The central area also includes the Municipal Park, the most important leisure area in the city.

Presently, a set of public investments financed by European or private funds is under implementation, that will significantly influence the central urban area:

- Urban renewal of the historical center – TOURIST AXIX 1, 2, 3 (rehabilitation of the corridors of the historical center);
- Rehabilitation of the historical building of "Andrei Mureșanu" National College;
- Upgrading the Municipal Park, with the rehabilitation of its alleys, planting of trees, the creation of a vegetal maze and a lake, extending the public lighting and the building several bicycle lanes;
- Rehabilitation and upgrading the A type historical building of "George Coșbuc" Municipal Cultural Center, 10 Albert Berger Street;
- Rehabilitation and consolidation of the building located on 8 Nicolae Titulescu Street – A type historical building, "The House with Lions" and its redesign as a Traditional Arts Center;

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- Installation of a video surveillance system in order to prevent criminality in the historical center;
- Upgrading the streets in the central area, including the sidewalks and building new parking lots (Dornei Street, Central Square, Union Square, Liviu Rebreanu Street, Petru Rareș Square);
- Establishment of a Night care center for homeless people – on I.L. Caragiale Street;
- Upgrading the building which hosts the Bistrita branch of the Technical University of Cluj-Napoca;
- Reconversion of the Public Bath into a Swimming Pool, Wellness & SPA Center;
- Construction of several commercial centers and supermarkets.

**The residential areas** of Bistrita Municipality are divided into two areas:

**The Urban Area** – with individual and collective dwellings neighbourhoods (apartment buildings built between 1960 and 1990), with a high density of buildings in the center.

**The new residential areas** – the new dwelling neighbourhoods of Bistrita Municipality were built after 1990, at the city limits, mainly in the North, South and West. They mostly include individual dwellings, with ground floor and one or two stories. The new residential areas do not have complex functional characteristics, i.e. they do not have schools, kindergartens, churches or cultural centers. Another major problem faced by these neighbourhoods is the absence or the low quality of streets network and the public utilities network (water supply-sewerage-gas supply).

**The rural area** of the municipality – is made up by over 883 hectares of built-up area (34.5% of the total built-up area), where the 6 component localities are located (Ghinda, Sărata, Sigmir, Slătinita, Unirea and Viișoara). In addition to the private real estate investments, we notice the public investments made by the authorities in the rural area of the municipality, that fostered its development. Therefore, Viișoara has a neighbourhood formed by nine social apartment buildings under construction, built by Bistrita City Hall, that will host in the 180 apartments the persons evacuated from retrocessed buildings or those who do not afford a dwelling. Moreover, the Heidenfeld Leisure facility has been upgraded. On its 4.5 hectares surface there are organized various open air events: Bistrita Days, Bistrita Fall, concerts, fairs. in Sigmir – which is another very dynamic residential area, the local authorities rehabilitate the house of culture and built a modern sports facility.

## Local development strategy of Bistrița Municipality for 2010-2030

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*Events organized in Heidenfeld Leisure facility*

The access road to Slătinita village is also upgrading now. Its poor condition is one of the reasons for which this village has not been developed as fast as the other surrounding areas. In a similar way, the upgraded road on Valea Ghinzii generated a significant increase in the number of dwellings in the area.

The arable lands are concentrated in the meadow of Bistrita river and in the through area, which benefits from average level relief, soil and climate conditions. These conditions are favourable for the cultivation of: potatoes, fodder plants, cereals, vegetables, linen, sugar beet and medicine plants.

With regard to the **industrial area**, the first industrial platform of Bistrita Municipality is located in the North of the city, where the most significant companies in the city have their headquarters.

Presently, the area of the industrial lands of the city is of about 600 hectares, and it faces a restricting process in favour of the residential areas.

**The forest**, of a total surface of 3,842 hectares, represents 26.2% of the administrative area of the municipality and over 31% of the unincorporated area. The forests surrounds Bistrita Municipality like a "green belt", providing thus an important advantage compared to other urban locations.

The forests spread mainly on the neighbouring hills of the city (Jelnei Hill, Târgului Hill, Ghinzii Hill, Prislopului Hill), with an afforestation indicator that can reaching even 80-90%.

### **Transport infrastructure**

In Bistrita Municipality, the street network is formed by 412 urbane streets, of which 201 streets are equipped with modern road structure (asphalt cover, concrete, cement, pavement cover), and the remaining 211 streets are stone or dirt roads.

We notice that the 211 unarranged streets are inhabited by less than 12% of the city population, as they are generally less important streets for most of the city inhabitants.



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The public transportation in Bistrița Municipality is organized in 14 local public transportation routes, summing up about 200 km, with 155 stations and a vehicle fleet formed by:

- 28 buses, with an average wear and tear of 50%;
- 32 minibuses, with an average wear and tear of 20%;

Bistrița Municipality is not crossed by any railway artery, but this is only 15-20 km far away.

In Bistrița Municipality there is no airport. The closest airports are in Târgu Mureș City, 100 km far, and Cluj-Napoca, 120 km far.

### Public services

The **water supply network** of Bistrița Municipality covers over 66% of the total surface of streets, alleys, boulevards, etc. A percentage of 3.74% are partially coupled to the network, and 4.44% are pending execution.



**The sewerage network** covers over 70% of the total number of streets. 24% are not yet coupled to the network, and 1.64% of the total number of streets are partially coupled.

The access rate to the **energy distribution network** in the municipality is 52%, and of the total number of 428 streets, roads, boulevards, corridors, squares, 197 do not have electric energy so far (46%).

**The natural gas supply network** covers 51% of the total number of streets existing in the municipality, while a big



## Local development strategy of Bistrița Municipality for 2010-2030

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number of streets, over 46%, are not coupled to the network.

With regard to the **street lighting**, this does not cover all the municipality area. More than a half (50.70%) of the total number of streets, alleys, boulevards, and squares are not covered by this service, fact that can lead to a high crime rate.

### *"Liviu Rebreanu" pedestrian area*

#### **Environment and energy**

In order to use the unconventional energy resources and to apply in practice some investment projects, in 2009 there have been issued 12 regulations acts for small low power hydroelectric plants in Bistrita-Năsăud County.



*Bistrita River*

In 2009, Bistrita Municipality City Hall won the "Green City Hall" Prize within the 3rd edition of "Infomediu Europa" Magazine Awards Gala.

Bistrita Municipality is the 15th city in Romania that joined the European initiative "Mayor's Convention", by which each signing city undertook to reduce the CO<sub>2</sub> emissions by 20% at least until 2020. The municipality intends to raise the energy efficiency of the public buildings under its administration, to optimize and upgrade the transport system and, mainly to transform and develop the city.

**The municipal waste** are stored at the county level in 2 non-conforming waste facilities of "b" type, located in urban area.



## Local development strategy of Bistrița Municipality for 2010-2030

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The main types of hazardous manufacturing waste generated in Bistrița Municipality are used batteries and accumulators, waste oil, sludge from the chemical treatment of metals.



### *Selective waste collection system*

With regard to the project entitled “Integrated waste management system in Bistrița-Năsăud County”, this is under implementation until the end of 2011 and it involves a crucial investment for the environment protection and waste management in Bistrița-Năsăud County:

- Construction of an integrated waste management center in Dumitra commune, a waste transfer station in Bistrița, and 4 waste transfer points in the following places: Beclean, Năsăud, Sângeorz-Băi and Galatii Bistritei;
- Construction in Bistrița Municipality of two collection center for bulky waste and WEEE and a collection center in each city of the county;
- Procurement of containers for selective waste collection and of vehicles for waste transport;
- Closing up and treatment of 4 non-conforming urban landfills and 200 rural landfills.

With regard to the **environment and green areas** in Bistrița Municipality, there are 2 protected areas of local interest, spread on a total surface of 6 ha, represented by:

- Bistrița Municipal Park
- Dendrological park of ”Liviu Rebreanu” High School

## Local development strategy of Bistrița Municipality for 2010-2030

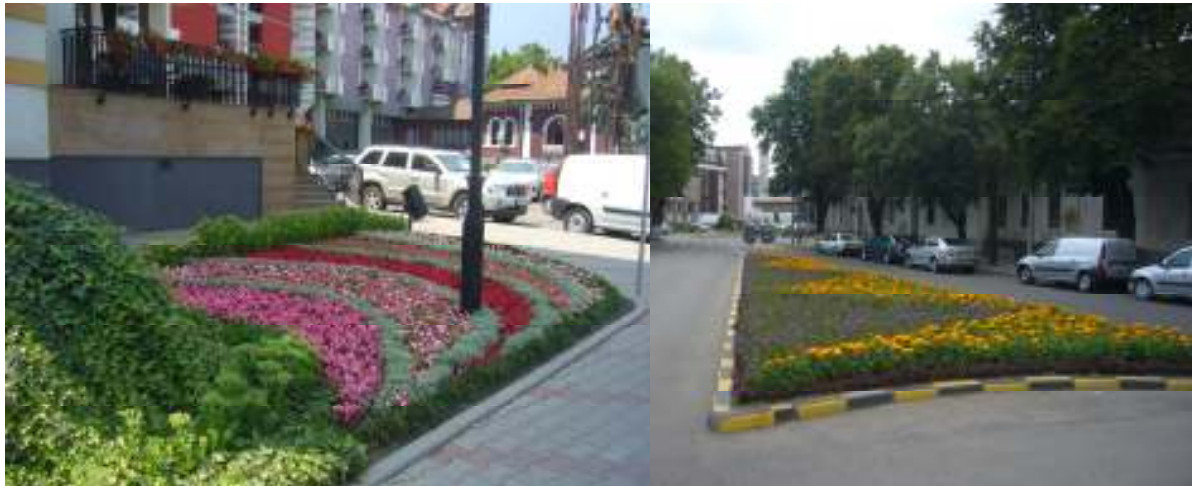
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*Bistrița Municipal Park*

**The green area** available in the municipality raised in 2009 compared to 2008 with 27.43 ha. It is estimated that the green area exceeds 30 sq.m./capita after the approval of the General Urban Plan.

On the arterial roads of the municipality there are planted 4,770 alignment trees, and the dominant species are Acer (23%), Robinia (22%) and Tilia (19%), plus approx. 200,000 seasonal plants per year.



*Floral arrangements on arterial roads*

## Local development strategy of Bistrița Municipality for 2010-2030

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In 2009, there have been prepared two projects included in the Project portfolio of the National Action Plan for Environment Protection, i.e.: “**Development of Schullerward Forest *and building the House of Nature***”, and “**Development of Bistrita Municipal Park**”. The projects shall be implemented by the Regional operational programme 2007-2013, until 2015.

Moreover, Bistrita City Hall is financed by the Environment Fund for the project entitled ”Forest ecologic reconstruction on bad land within the Viișoara – Ghinda (12 ha) area”, but also for green areas rehabilitation and extension.

### **Economic development**

Bistrita Municipality has a complex economy dominated by the service sector, on an ascending trend, supplemented by a well developed industrial sector, focused on the export, developed over the last 50 years. Although it has a special potential and favourable natural conditions, the agricultural activities have an insignificant weight in the city economy, being limited only to the subsistence agriculture (with a weight below 1% of the total turnover of the municipality and of the number of employees).

Compared to the structure of the regional and national economy, Bistrita-Năsăud County has a higher weight of the agricultural and industrial sector, and a lower weight of services and constructions.

From the economic performance viewpoint, Bistrita-Năsăud County holds the 4th position in the North-West Region, exceeding only the economy of Maramureș and Satu Mare counties. At national level, Bistrita-Năsăud County is at the middle of the top, on the 22nd position, together with other counties, such as: Sălaj, Iași, Vâlcea, Covasna or Galati.

**The total agricultural surface** of Bistrita Municipality was in 2009, of 8292 hectares, i.e. 57% of the total administrative surface of the city and 69.2% of the non-incorporated area. Over 90% of the lands are concentrated in small and middle sized peasant households, with an average surface of only 0.3 ha/household.

The agriculture mechanization rate is low. At municipality level, one tractor corresponds to about 99 hectares, much below the national average. If the arable area per capita is one of the lowest in the country (only 0.04 hectares/inhabitant), the areas planted with orchards are among the largest in the country, with over 1500 hectares (0.7% of the orchards in Romania).

In Bistrita Municipality there are 4 private owned companies active in the agricultural sector, of which two manage orchards, one vegetable cultures and one field cultures. In the livestock sector, there are 37 agricultural companies, of which: three sheep breeding companies, two cattle breeding companies and 32 bee breeding companies. There have been established 4 cattle breeders associations. The forests occupy 3842 hectares and represent 26.2% of the administrative area of the municipality and over 31% of the unincorporated area. The

## Local development strategy of Bistrița Municipality for 2010-2030

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forest has two major advantages: the supply of raw material for wood processing industry and the provision of landscaping and leisure functions.

**The industry and constructions** contribute with about 56% to the total turnover achieved by the companies in Bistrita and provide approx. one half of the jobs in the city.

The most important sectors of the local industry, from the turnover viewpoint, were in 2009 the electrical devices industry, plastic industry, vehicle parts industry and machines-equipment and steel construction industry.

The county industry recorded major structural changes, due to the attraction of several foreign investors, but also due to the investments made by the local businessmen. Therefore, the weight of certain sectors has significantly decreased: wood processing, glass industry, light industry, in favour of the vehicle parts industry (electric cables, batteries, coolers) and the plastic parts for construction industry.

In Bistrita Municipality there are over 700 economic agents active in the industrial production as a main business field. Out of these, approx. 77% are micro companies.

The companies acting in the industrial field were generating in 2009 49% of the total turnover recorded at the city level.

Another important business field is the **production of plastic parts**, mainly for the construction industry.

**The vehicle parts` manufacturing** (batteries and aluminium coolers) is another important field of Bistrita industry.

**The food industry** is a business of tradition in Bistrita Municipality and it is still well represented in the economy of the city, although some companies disappeared over the last years and the production (amounting approx. RON 150 mil. per annum) goes mainly to the export.

**The textile industry** is another traditional sector in Bistrita region. Today, this industry is focusing the manufacturing of wool yarns and fabrics, and on the non-woven fabrics. The manufactures in the field are the result of foreign investments (Italian capital).

The other industrial activities present at local level are wood processing, glass and construction materials.

**The energy sector** is represented by public owned companies in the field of power supply.

**The water supply, sewerage and waste recycling sectors** have significantly developed over the last years. In 2009, these sectors provided almost 800 jobs (2% of the total number) and generated RON 85 mil. per year, as turnover.

In Bistrita Municipality there are over 500 companies active in the field of **constructions**, of which over 90% are micro enterprises. The business of these companies has significantly developed between 2005 and 2008, when the dwellings building pace reached unprecedented values, before entering a pronounced regression.

## Local development strategy of Bistrița Municipality for 2010-2030

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These companies are specialized in civil and industrial constructions, roads, bridges and installations, and are well equipped with modern transport and working equipment, including asphalt stations, concrete stations, gravel pits, etc.

The **service sector** includes over 70% of the economic agents with registered office in Bistrita Municipality, but the companies active in this sector are small sized.

**Trade** is the secondary sector with the most important entrepreneurial dynamics after 1989. Therefore, today, over 35% of the companies registered in Bistrita Municipality activate in this field.

In the field of retail of food products and FMCG, the network of companies in the municipality have significantly increase in the last 5 years, where modern shops, part of international commercial chains, have been established locally.

Three shopping centers are in their design stage in the municipality:

1. Galleria Mall - its designed area is of 26,400 sq.m., and will host a supermarket, a multiplex cinema, cafes and restaurants, fast-foods, clothing and shoes shops and household devices shops;
2. Metropolis Mall – its designed area exceeds 15,200 sq.m. This mall will include shops for clothing, and household devices shops, one hypermarket and several fast-foods;
3. Bistrita Mall – its proposed surface is of 22,000 sq.m. and it is designed to include a hypermarket, cinema, food-court, parking lots and a fashion area.

In the field of **tourism and public catering** there are almost 200 companies, of which 95% are micro enterprises who operate small bars, pizza houses, cafes or restaurants, while only a few have their own hotels.

The tourism sector is still underdeveloped compared to the high tourist potential of the city and of the region.

With regard to the accommodation structure, there are about 20 accommodation units, that provide over 1,000 accommodation places, managed by various private companies.

**The real estate** is well developed at the level of Bistrita Municipality, with an impressive development after 2000. Over 2,000 new dwellings were built in Bistrita Municipality only between 2005 and 2009. In 2009, in the city there were 500 economic agents active mainly in the field of real estate transactions.

Bistrita Municipality has branches of the most important commercial banks present in Romania, with ATMs located in various places in the city. These are supplemented by the insurance companies local agencies.

Moreover, there are several non-banking financial companies, exchange offices, loan and insurance brokers, loan cooperatives, etc., that provide financial services to the population.

**The transport and logistics sector** is well represented at the level of Bistrita Municipality, with its over 300 economic agents.



## Local development strategy of Bistrița Municipality for 2010-2030

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The municipality has several companies active in the field of road and railways transport of goods and persons, post and courier services, city transport and storage. All these companies are private owned and belong to domestic investors, except for the railway operators, who are public yet.

**The IT&C sector** is less developed at the level of Bistrita Municipality, with about 100 companies. These small companies deal with customized software, software configuration, trading and repairs of computers and peripheral equipment, consultancy and IT services, telecommunications, editing and publishing of newspapers.

**The professional, scientific, and technical services sector** is relatively low developed in Bistrita Municipality, with a reduced number of companies active in the field of business consultancy and management, architecture, engineering, advertising, design and photography.

The number of economic agents in Bistrita-Năsăud County, regardless their status – active, deregistered, liquidated etc., was of 12,134, in 2010, according to the data provided by the Trade Register of Bistrita-Năsăud, of which 7,819 deregistered companies.

From the point of view of their legal form, the most frequent form used in Bistrita-Năsăud County is "limited company " (SRL – 79.4%). 15.4% of the local economic agents are organized as legal licensed persons, 2.6% are economic agents - "family associations " and 1.9% are joint stock companies.

In 2011, most of the economic agents are active in the field of "services" (41.1%), 34.2% runs their business in the field of "trade" and 12.9% in the field of "industry".

With regard to the economic agents` structure depending on their size, in 2009, 92% of the companies in Bistrita were micro enterprises. This percentage has constantly increased over the last years, while the number of big companies was 9.

According to the National Office of Trade Register, the foreign investments in Bistrita-Năsăud County hold the county on the 3rd place in the North West Region (after Cluj and Bihor), on the subscribed capital, and on the 5th place, on the number of companies with foreign capital registered, with a total number of 1,081 of economic agents.

The county weight in the foreign trade is only 1% (import and export) of Romania. With regard to the export structure, this is dominated by the electrical machines and devices (53.6% of the total value, Eur 203 mil.), textiles (21.3% of the total value, Eur 81 mil.), metals (6.5% of the total value, Eur 25 mil.) and vehicle parts (6.1%, Eur 23 mil.).

The business services market in Bistrita Municipality is relatively low developed, since the offer covers only the basic services (financial and banking, insurance, certain types of consultancy services).

Therefore, the companies in the municipality are forced to use the business services providers outside the county (mostly the companies in Cluj-Napoca).

## Local development strategy of Bistrița Municipality for 2010-2030

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Moreover, there are no business incubators or exhibitions areas at the municipality level, fact that restricts the access of SMEs in the county to this type of services.

The stock market is low developed, because of the small number of customers. The natural or legal persons who want to make this type of investment use the services of the specialized companies from the neighbouring counties.

The consultancy services are provided by 10 small companies mainly providing consultancy services for accessing European funding. This number is supplemented by several companies specialized in advertising services and engineering and architecture services.

The Chamber of Commerce and Industry is an important actor on the business services market in the municipality. Its services include: lifelong professional training courses, technological information (CIT InfoTech), promoting intellectual property (OSIM branch), organizing fairs and exhibits, business consultancy services and management, commercial arbitration, etc.

In Bistrita Municipality there are no industrial or logistic parks. Therefore, Bistrita and Zalău, are the only county capital in the North West Region that do not have this type of business support infrastructure. This objective is intended to be funded by the Regional Operational Programme 2007-2013.

The last relevant **statistical data** with regard to the labour market in Bistrita Municipality were produced by the Population and Dwellings General Census on 18.03.2002. At that time, the city had about 42,000 **active persons**, which represented approx. 52% of the city population.

With regard to the **population occupation structure**, most people were working in the field of services (49.1%), of which 26.9% in commercial services and 22.2% in public services, followed by the industrial sector (35.4%). The construction field gathered 6.3% of the inhabitants, and the percentage of people working in agriculture was of only 4.4%.

As regarding the occupational structure of the active population in Bistrita, we notice that 89% of the population provide qualified work, as most of the population is trained and experienced in the industrial field.

As regarding the **education level**, most of the inhabitants of Bistrita have high school and vocational education (48%) and gymnasium education (23.4%). The percent of people with primary education (13.8%) exceeds that of the people with academic education (11.1%).

With regard to the structure of employees on business fields, most of the population were working in the field of services (18,104 people, 51.5% of the total number), followed by the people working in the industrial field (14,166, 40.3%) and constructions field (2,651, 7.5%). In 2009, only 218 employees (0.6% of the total number) were working in agriculture and forestry.

## Local development strategy of Bistrița Municipality for 2010-2030

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### Human resources

On January 1, 2011, the city had a population of 85,156 inhabitants. Most of the inhabitants are Romanian (90.2%), followed by Hungarian (6%) and Roma ethnics (3.6%). The German population faced a significant decrease, reaching only 0.2%.

From the religious belief viewpoint, the Orthodox population represents 82.62% of the total number, followed by the Reformed – 4.53%, Pentecostal – 4.44%, Greek-Catholic – 3.33% and Roman-Catholic – 1.8% religions. There are 15 declared religions. The percent of 1.07% represents the people without any religion, undeclared religion or atheist.

**The sex structure** reported on the 2002 Census and by the data from 2010 remains relatively constant: 48.98% men in 2002 and 48.75% in 2010. The women percentage is 51.01% in 2002 and 51.68% in 2010.

If we follow the structure on sex and age in 2002 and 2010, we notice a special situation in the 0-14 years age group in 2002, i.e. the number of men is bigger than the number of women: 7,810 compared to 7,566, a relatively balanced situation in the 15-59 years age group: 28,928 men and 29,686 women and an ascending trend of women in the 60+ years age group, i.e. 3,070 men and 4,199 women.

In 2010, we have the following situation: in the 0-14 years age group we have 6,329 men and 5,087 women; in the 15-59 years age group there are 30,741 men and 31,674 women, and in the 60+ years age group there are 4,112 men and 5,814 women. As there can be seen, the trends in 2010 are similar to those in 2002.

In 2010 we notice a decrease in the number of young people compared to 2002, from 15,317 in 2002 to 12,512 in 2010. This fact has significant social and economic effects for the city future, since a decrease by 18.32% brings out the problem of generation replacement.

**The number of born-alive infants** exceeds the number of deceased persons, although both indicators have an ascending trend. The **natural growth rate** recorded between 2000 and 2009 is a permanently positive one, with a growth peak in 2008, when the natural growth rate is +5.0%;

We have to mention here that Bistrița is one of the few municipalities of Romania where the natural growth rate is permanently positive, and the population growth trend was preserved in 2010 compared to 2002.

At the level of Bistrița Municipality we notice a positive balance with regard to the internal migration: 168 and a negative balance with regard to the external migration of -20, less significant compared to the total population number.



## Local development strategy of Bistrița Municipality for 2010-2030

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### **Education and lifelong professional training**

The evolution of the number of all types of schools follows the descending trend of the school population evolution, but is also determined by other factors, such as the merging of some schools, or the gradual disappearance of arts and crafts schools (transformed into high schools) or the post-secondary schools.

At the same time, the number of classrooms and school offices is relatively constant. The number of laboratories, school workshops and sports grounds is growing, and the number of PCs records a spectacular growth, from 0 in 2006, to 1,136 in 2009, due to the concerted education computerization.

The school population does not present significant variation in the analysed timeline, except for the Vocational/SAM/technological high schools under liquidation. The effects of the reduced number of students in the preschool education will be visible in the years to come.



*"Liviu Rebreanu" National College*

We have to notice the significant decline in school dropout in a relatively short time – five times in only five years, a noticeable evolution under the conditions in which school dropout is an extremely severe problem at national level.

Moreover, there can be noticed the absence of a university center at the level of Bistrita Municipality. Here operate only several branches or extensions of the State University of Cluj-Napoca (Babeș-Bolyai University and Technical University) or of some private universities.

## Local development strategy of Bistrița Municipality for 2010-2030

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A method to increase the chances to find a job is to attend requalification courses, to adjust to the labour market requirements. These courses are organized for unemployed people, both those indemnified and non-indemnified by AJOFM (Unemployment Agency) Bistrita-Năsăud. As we could see from the analysed data, the biggest number of participants was recorded by re/qualification courses organized according to the labour market demands.

Another lifelong professional training provider is the Chamber of Commerce and Industry, that organizes course both for unemployed people and for persons who are not unemployed, but they wish to re-qualify, specialize or get a career promotion.

Most of the organized courses have topics such as foreign languages, IT skills, entrepreneurial skills, project management.

### **Culture**

Bistrita is the city of the "National Anthem", in memoriam of the poet Andrei Mureșanu from Bistrita, a hero of the 1848 Revolution, a significant figure of Romanian culture, as the author of the National Anthem "Awaken, Romanian!". From the cultural viewpoint, Bistrita Municipality has a rich and varied list of cultural activities, dedicated to topics of local interest, such as: anniversaries, celebration of local figures or of people closely related to the local history or culture and other important events from the community history.

*Poet Andrei Mureșanu statue  
(Central Square)*



The core of the cultural activities in Bistrita Municipality is "George Coșbuc" Cultural Center. The regional (Transylvania), national and international events are extremely important for two reasons: they enter the municipality into a broader cultural circuit, providing thus the opportunity to promote the local values, as a cultural business card of the city, and on the other hand, they attract tourists from the country and from abroad who, besides the income they bring in, they become cultural and touristic agents of Bistrita beauty and values in the places/countries they come from. Their contribution to the increase in the visibility and tourist attraction is extremely important for the city development.

## Local development strategy of Bistrița Municipality for 2010-2030

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*“George Coșbuc” Cultural Center*

A special place is reserved for the actions that promote the multi-ethnic and multicultural character of the city, such as: "Pfingstenfest" – the Nationalities Festival, the Traditional Festival of Bistrita-Năsăud County and Maialul Roma, a sign of tolerant and non-discriminatory community, where each nationality is free to exist and to it may bring its own contribution to the values of the city.

Among the most important and attractive cultural and arts events, either permanent or periodic, we can mention:

- Cult music concerts;
- Bistrita Cultural Gala;
- Permanent cultural season – Cultural Center – Bistrita Synagogue;
- "Pfingstenfest" – the Nationalities Pentecost Festival;
- "Zamfira's Wedding" International Folklore Festival – August;
- Traditional Festival of Bistrita-Năsăud County and Maialul Roma – August;
- "Mihail Warga" International Marching Bands Festival – September
- "Peacock Arrow " National Festival of Romanian Popular Songs Performance – November;
- "Bistrita Folk" Festival – November;
- "Golden Apple" Satire and Humour National Festival;
- "Bistrita International Photography Camp";
- "Transilvania Rock" Festival – Contest;
- "George Coșbuc" Poetry National Festival;
- "Nosa" Cultural Festival;

## Local development strategy of Bistrița Municipality for 2010-2030

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- "Liviu Rebreanu" Prose National Festival;
- "Medieval Bistrita Days" – the last weekend of June;
- Bistrita Municipality Days – July.



*"Medieval Bistrita Days"*



*"Bistrita Municipality Days"*

### ***Cultural events produced in cooperation with the local authorities or co-financed by the local budget of Bistrita Municipality***

The local authorities – the City Hall and the Local Council – and the organizers of cultural events cooperate very well, also by contract based financing of several events with regard to the cultural life of the city in general and the entering of Bistrita in the national and international cultural circuit, in special, with multiple benefits, both spiritual and economic, by the attraction of participants and tourists from the country and from abroad.

Therefore, it is remarkable the activity of "Societatea de Concerte" (Concerts Society) Cultural Foundation of Bistrita, that initiated a series of programs, in order to satisfy the cultural and aesthetic needs of the inhabitants of Bistrita Municipality.

## Local development strategy of Bistrița Municipality for 2010-2030

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The city also has a cinema hall, and the library is one of the most active cultural institutions in the entire Bistrița-Năsăud County, but mainly in Bistrița Municipality, where it is located. Its activity is not limited only to providing to its patrons a big number of hard copy or electronic books, but here is the place where many book releases, meetings with authors, symposiums and debates on various topics, such as: "Critical workshops" – monthly event, the international contest of plastic creativity "Once upon a time", the International Day of Mother Tongue and many others.

### Healthcare

As regarding the total number of physicians, this does not recorded significant variations during the analysed time frame after 2006, when the lowest number of physicians is recorded. No migration to other localities or area is recorded (in numbers).

There can be noticed a significant decrease in the number of dentists, with a total number of 92 in 2006, reduced to 62 in 2009, i.e. over 33% decrease; the number of pharmacists remains relatively constant, with a slight increase in 2009. The medium-qualified medical personnel is relatively still (1009 in 2006 and 997 in 2009).

A noticeable aspect is the evolution of healthcare personnel in Bistrița Municipality with regard to the sector it is employed in, public or private. If in 2006 only 6.45% of the physicians worked in the private sector, in the next year the percentage raised to 18.9%, in 2008 it reached 22% and in 2009, 22.4%.

Local relevant institutions:

- ❖ Bistrița Emergency County Hospital;
- ❖ Bistrița County Ambulance Service;
- ❖ Bistrița College of Physicians;
- ❖ Bistrița College of Dentist Practitioners;
- ❖ Order of Nurses and Midwives in Romania, Bistrița Branch;
- ❖ Bistrița College of Pharmacists;
- ❖ Bistrița Health Insurance Agency.





## Local development strategy of Bistrița Municipality for 2010-2030

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### Sports



*Sports events*



*Gloria Multifunctional Sports Center*

Bistrița Municipality has a considerable number of sports facilities, both for performance and mass, recreation sports.

Its major points are Gloria Multifunctional Sports Center and the Multifunctional Sports Hall. The central element of Gloria Multifunctional Sports Center is the football ground and stands, but the facility also includes an athletic sports track and sectors for other open air sports.

The municipality has several smaller sports facilities, belonging to clubs and associations, and specialized facilities for table tennis (Olympic center), bowling, tennis and ski tracks and facilities. For the water sports and leisure, the city has only 2 swimming pools (of which one is indoor) and two micro-swimming pools.

With regard to the sports activity, there can be noticed a constant number of sports associations on sports fields and public clubs (9 and 3, respectively, for the analysed time frame) and, at the same time, a permanent growth in the number of private clubs (from 24 in 2006 to 41 in 2010). The number of amateur and professional registered athletes records few fluctuations, but the number of medals won in international championships continuously grows (from 21 in 2006, to 38 in 2010), also in Romanian championships and Coup (from 326 in 2006, to 492 in 2010).

## Local development strategy of Bistrița Municipality for 2010-2030

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### Social care services

With regard to the **social care services**, the number of retired people in Bistrița Municipality records an ascending trend of the beneficiaries of the state social security system – from 11,993 in 2006 to 14,071 in 2010 and 13,534 in July 2011. On the other hand, it has been recorded a descending trend of the retired farmers and of those benefiting from special laws.

The number of families and persons who receive the guaranteed minimum income has decreased by 30-40% between 2007 and 2009. After a time of economic growth, at the end of 2010 the numbers return to the values back in 2006, as an effect of the unemployment rate growth and due to the revaluation of the criteria for the payment of the guaranteed minimum income.

The number of families who apply for and receive support for dwelling heating faces an abrupt descending trend, with a decrease by 70.62% due to the raise of the minimum income level based on which this subsidy is paid.

The number of families in which the parents work abroad is not very big, but a specific element is that over 99% of the children left home are being taken care of by relatives, without any other protection measure.



## Local development strategy of Bistrița Municipality for 2010-2030

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### Tourism



*The Evangelical Church with the highest tower in Transylvania*

The advantageous geographic location (along a major transit/connection axis between Transylvania and Moldavia) and the nearby mountains (supplemented by the natural elements specific to the depression area) provides the municipality a varied landscaping and aesthetic elements, capable to motivate and attract various tourist segments, with diverse needs (with the possibility to practice a wide range of tourism types).

The existence of chloride hydromineral resources determined the creation of a network of salty springs and lakes, with healing properties (Sărata, Slătinita, Viișoara).

Bistrita concentrates most of the patrimonial values of the county, as it has a varied, complex and complementary cultural and historical patrimony, capable to justify and support various cultural tourist segments: historic and cultural monuments, from Dacian and Roman and even Bronze Age traces, to medieval churches and cathedrals, museums and memorial houses and modern age architectural monuments, supplemented by culture and arts events and other multiple man made resources.



## Local development strategy of Bistrița Municipality for 2010-2030

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*„Șirul Sugălete” Assembly*

Bistrița Municipality has an original medieval historical center, bordered by the area of the former medieval fortress (Bistritz), with a medieval structure of the streets network (including the corridors between the streets), squares, quarters and the lots of the fortified urban complex, with an authentic local specific and with laic and religious buildings and institutions with significant architectural value, belonging from different ages, with a big impact for the Romanian and Saxon nationalities (the most representative elements are the Evangelical Church, Sugălete Assembly, the Silverman’s House, Andreas Beuchel House, Carpenters Tower).

Bistrița Municipality is known for its cross-cultural character, for the interference and coexistence of the national and minorities cultures (mainly Saxon) creating thus an original material and spiritual culture. In addition, the component localities of Bistrița Municipality (Ghinda, Sărata, Sigmir, Slătinita, Unirea and Viișoara) preserve buildings and urban structures specific to the Romanian, Saxon and Hungarian spirituality, that may be found in the clothing, traditions and customs, well preserved historical village structures, specific architecture and organization of dwellings, decorative elements, food and approach of primordial values etc., as well as in the laic, religious and cultural buildings.

## Local development strategy of Bistrița Municipality for 2010-2030

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In the administrative area of Bistrita Municipality, the traces of the Roman Empire can be found in Ghinda (establishment dating back from the 2nd or 3rd Century AD, in the point named "Podul Paielor") and Sigmoid (Roman tower dating from the 2nd or 3rd Century AD, located on the Hill between Sigmoid and Caila, at 574 m height). Another Roman fortress dating from the same period was unburied in several localities near the administrative area of Bistrita Municipality (Sărățel, meant to protect the location and the salt mine), in Monariu and Jelna (Budacu de Jos commune) and Târciu (Dumitra commune), with traces of Roman site dating from the 1st or 2nd Century AD).

The cross-cultural, tolerant and peaceful character of Bistrita community is also revealed by the existence of 34 churches, of which 4 are considered as historical and cultural monuments (the Evangelical Church (1332), the Orthodox Church in the Union Square (former Franciscan Monastery), the Roman-Catholic Church (1280), the Roman-Catholic Church (former Hospitii monastery) (1787), the Synagogue (1856), museum and exhibits (the County Museum Complex of Bistrita-Năsăud, Muzeul de Sub Poartă - Livezile, the Silverman's House Bistrita, "Andrei Mureșanu" Memorial House, Arcade 24 Gallery, the Art Gallery, Lina Art Gallery, "George Coșbuc" Municipal Cultural Centre).

The national identity and the cultural legacy of the Saxons represent an important element of the local marketing strategy, since the presence of their specific cultural elements (built and spiritual) is a diversifying factor of the regional offer for the domestic and international market. The events (cultural, arts, traditions and folklore etc.) organized in order to capitalize this potential are continuously growing (the most relevant and with a significant tourist impact are the Medieval Bistrita Days, "Zamfira's Wedding" International Folklore Festival, Pfingstfest Festival).

The concern for the tourist promotion of Bistrita and for the creation of a tourist brand focusing on the historical centre have been increasingly active. Therefore, in 2010 was established the Tourist Information centre in order to promote the tourist potential of the city and to facilitate the information of those who are interested in the opportunities that Bistrita provides as a tourist destination. In addition, there has been initiated a European project for the tourist promotion of Bistrita Medieval Fortress and to identify some elements (slogan, logo and mascot) that would allow an efficient achievement of this target.

**Selected slogan: Bistrita – the gate of Transylvania.** The mascot chosen: the ostrich holding in the beak a horseshoe, symbol found on the city crest from the 14th Century to the present day).



## Local development strategy of Bistrița Municipality for 2010-2030

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The tourism in Bistrita has benefited over the last decade from several private investments in accommodation structures, meant to increase and diversify the accommodation structures offer, to multiply the number of rooms and, more important, to raise the weight of rooms providing competitive accommodation conditions.

In this context, we notice a concentration of accommodation places in hotels (9 of 13 accommodation facilities), and a relatively few types of accommodation units in the municipality (with only one hostel, one rest area, three bed&breakfast, one motel – the last two types do not have activity in the official statistics, due to the business contraction or closing out of some of the existing accommodation structures – the motel and the rural B&B facilities in the component localities of the city) and the limited presence of accommodation units of higher standards (4 and 5 stars, represented by only one facility – one urban bed&breakfast 4 star facility and – from 2011 – one 5 star facility – Metropolis Hotel).

We also notice the fact that Bistrita Municipality has 33.36% of the total accommodation capacity available in Bistrita-Năsăud County, i.e. 3.36% of the accommodation capacity available in the North West Region.

The tourist flow attracted by Bistrita Municipality has recorded a constantly increasing volume until 2007 and 2008, with real perspectives of resuming the growth, in the context of getting by the economic recession. Bistrita Municipality detachedly holds the first place in the county in this regard, by attracting 73.5% of the tourists who arrived in the county (in 2010), and 5.5% of the tourists recorded in the NW Region, respectively.

Unfortunately, the average duration of the stay, in 2010, and throughout the analysed time frame (2005-2010), has recorded a value much below the average recorded at regional and national level. The main cause for this fact is the prevalence of the transit tourism, in organized circuits and by the personal car.

The travel industry of Bistrita has 29 travel agencies, which is a significant number, that organize or arrange travel services in the country and abroad and provide the tourists various domestic and foreign travel offers (many of the travel agencies also provide ticketing services for the most important air travel companies).

## Local development strategy of Bistrița Municipality for 2010-2030

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In the leisure-tourist relaxation sector, we notice the intention of building a sports and leisure centre (Wonderland), that shall gather equipment designed for the summer season (aqualand, swimming, polo, badminton, bicycling, riding, golf, tennis grounds, basketball, football), and for the winter sports (ski, ice skating).



*Unirea – Wonderland Sports and Leisure Centre*

## Local development strategy of Bistrița Municipality for 2010-2030

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### Administrative capacity



*Bistrița City Hall – Main building and Meeting Room*

### Projects contracted by Bistrița Municipality

**Bistrița Municipality has contracted 14 projects within the Regional Operational Programme**, amounting 107,607,408.82 Lei, (Eur 25 million), out of which 5 projects on the Axis Support for the Sustainable development of the Cities – Urban Growth poles, one project on the Axis Sustainable Development and Tourism Promotion and 7 projects on the Axis Improving Social Infrastructure and **2 projects within OP DAC**, amounting Lei 752,940 (Eur 175,102), of which one project was submitted on the Major Intervention Field "Improving the decision making process at political and administrative level" and another one on the field "Improving the organization capacity", within the Axis Improving the structure and process in the public policies cycle management."

Moreover, within the **Territorial Cooperation Programmes**, Bistrița City Hall implemented 3 cooperation projects, of which 2 projects within INTERREG IV C Territorial Cooperation Programme and one project on URBACT II Interregional Cooperation Programme.

### Regional Operational Programme

**Priority Axis 1:** Supporting the sustainable development of cities – urban growth poles

**Major Intervention Field 1.1.:** Integrated urban development plans

**Indicative Operation:** Rehabilitation of urban structure and improving the urban services, including the urban transport.

**Projects:**

## Local development strategy of Bistrița Municipality for 2010-2030

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1. Rehabilitation and upgrading of the Bistrita Municipal Park;
2. Rehabilitation and upgrading the streets in the central area of Bistrita Municipality;
3. Urban renewal of the historical centre of Bistrita, Tourist Axis 1, 2, 3;
4. Upgrading and consolidating the A type historical monument building – 8 Nicolae Titulescu Street - "House with lions" Traditional Arts Centre;
5. Surveillance systems for preventing criminality in the historical centre of Bistrita Municipality;
6. Rehabilitation of "George Coșbuc" Municipal Cultural Centre.

**Priority Axis 5:** Sustainable development and tourism promotion

**Major Intervention Field 5:** Promoting the tourist potential and creating the necessary infrastructure;

**Indicative Operation:** Development and consolidation of domestic tourism by supporting the promotion of tourist products

**Project title:** Tourist promotion of Bistrita Medieval Fortress

**Priority Axis 3:** Improving the social infrastructure

**Major Intervention Field 3.4.:** Rehabilitation and fitting the pre-academic and university educational infrastructure.

**Indicative operation:** Rehabilitation and fitting the pre-academic and university educational infrastructure

**Projects:**

1. Consolidation and upgrading the A building (old building) of Andrei Mureșanu National College, Bistrita Municipality;
2. Consolidation and upgrading Viișoara Elementary School – Bistrita Municipality;
3. Consolidation and upgrading the workshops of the Sports High School;
4. School Workshops – School of Forestry;
5. Consolidation and upgrading the boarding house of INFOEL Technical College;
6. Consolidation and upgrading the 1-4 classes building, " Andrei Mureșanu National College ".



## Local development strategy of Bistrița Municipality for 2010-2030

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*Rehabilitation – "Andrei Mureșanu" National College of Bistrița*

**Priority Axis 3:** Improving the social infrastructure

**Major Intervention Field 3.2.:** Rehabilitation/upgrading/development and fitting the social services infrastructure.

**Indicative operation:** Rehabilitation and fitting the buildings for the residential social centers

**Project title:** Night care and accommodation centre for homeless people

### **Operational Programme Development of Administrative Capacity**

**Priority Axis 1:** Improving the structure and process of public policies cycle management.

**Major Intervention Field 1.1.:** Improving the decision-making process at political and administrative level

**Project title:** Elaboration of the Local Development Strategy of Bistrița Municipality for 2010-2030

**Priority Axis 1:** Improving the structure and process of public policies cycle management

**Major Intervention Field 1.3.:** Improving the organization efficiency

**Project title:** Development of professional skills and competences of Bistrița City Hall personnel

## **Local development strategy of Bistrița Municipality for 2010-2030**

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### **Interreg IV C Territorial Cooperation Programme**

- 1. Project title:** OSEPA “Open Source software usage by European Public Administrations”
- 2. Project title:** SUFALNet4EU – „Sustainable Use of Former and Abandoned Landfills Network for You”

### **Urbact II Interregional Cooperation Programme**

- 1. Project title:** „ESIMEC – Economic Strategy and Innovation in Medium size Cities”



## **Local development strategy of Bistrița Municipality for 2010-2030**

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### **SWOT analysis for the six priority development fields**

The application of the SWOT analysis on Bistrita Municipality allowed us to identify the relevant factors for each four types mentioned, and the results did not include only the specification of the factors describing the present economic and social situation and the potential conditions of the city, but they identified the most important strategic directions and priorities that would lead to the economic development and social cohesion of the city for 2010-2030

The SWOT analysis was based on information collected on the spot, provided by representatives of the local public institutions. This allowed the identification of several important conclusions with regard to the strategic directions that must be considered for a better exploitation of the economic, social and environmental potential of the city.

## Local development strategy of Bistrița Municipality for 2010-2030

Strengths	Weaknesses	Opportunities	Threats
<i>Urban development</i>			
<ol style="list-style-type: none"> <li>1. Bistrița Municipality is an urban centre of county importance, with a role in the local balance</li> <li>2. The existence of a real availability of agricultural lands and forests in the unincorporated area and in the built-up area</li> <li>3. The existence of a central core well preserved and bordered, with complex functionalities and a big concentration of tourist sights</li> <li>4. Rapid growth of the number of new dwellings, of superior quality, over the last decade</li> <li>5. The average surface per inhabitant of new dwellings in Bistrița is relatively big, and the new dwellings built are more spacious than the existing ones.</li> <li>6. The improvement of the transport, public utilities and socio-cultural infrastructure of the component localities</li> <li>7. The existence of a compact industrial area, easily accessible, under restructuring process</li> <li>8. The reconversion of some brownfield industrial facilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Relatively apart from the major transport corridors (Pan European)</li> <li>2. Negative impact of the residential function extension on the environment and on the use of the lands</li> <li>3. Deficient offer of public catering, shopping, cultural services areas and buildings, etc. in the historical centre area</li> <li>4. The dwelling neighbourhoods in the Municipality are not clearly bordered and do not have enough green, relaxation and socializing areas</li> <li>5. The decrease in the number of new dwellings in 2009 and in the number of building permits in the same year</li> <li>6. Deterioration of some old buildings in private property, due to the lack of money for repair works and maintenance.</li> <li>7. The construction of some new residential areas which are not systematized, with a rural profile, with no basic infrastructure.</li> </ol>	<ol style="list-style-type: none"> <li>1. The construction of a highway/express road that would connect Moldavia to Transylvania, that provides the connection with the corridors 5, 4 and 9, i.e. between the Central Europe, the former USSR and the Balkans (according to PNAT section I)</li> <li>2. The availability of European funding for investment projects (Regional Operational Programme, financed by FEDR, for transport infrastructure, social services, green areas, citizen safety projects, etc.</li> <li>3. The access to funding sources from other operational programmes (SOP HRD, SOP ENVIRONMENT, OP DCA, SOP IEC, etc.), supplemented by PNDR for the communities in the peripheral area)</li> <li>4. The construction of dwellings in public-private partnership or the appreciation of the number of dwellings built by ANL.</li> </ol>	<ol style="list-style-type: none"> <li>1. The perpetuation of a difficult macroeconomic global climate</li> <li>2. The existence of several powerful regional competitors (Cluj-Napoca Municipality)</li> </ol>

## Local development strategy of Bistrița Municipality for 2010-2030

<p>into commercial and residential buildings</p> <p>9. Efficient public transport network</p> <p>10. The existence of some proper areas for the arrangement of sports and leisure areas</p> <p>11. The existence of a wide peripheral area that provides proper conditions for residential areas and for other complex functionalities.</p>			
<b><i>Transport infrastructure and public services</i></b>			
<p>1. The main streets and sidewalks in the centre of the city and part of those in the neighbourhoods are in good conditions, as they have been recently rehabilitated</p> <p>2. The markets have public lighting</p> <p>3. The electricity and gas supply networks operate within normal parameters</p> <p>4. The rehabilitation and extension of the water supply and sewerage network in Bistrița area within ISPA programme</p>	<p>1. Inadequate access paths to many tourist sights</p> <p>2. Insufficient pedestrian areas</p> <p>3. The absence of a direct access towards the European countries</p> <p>4. Secondary streets and sidewalks in the peripheral area need rehabilitation works</p> <p>5. The public buildings of tourist and cultural interest do not totally benefit from architectural lighting</p> <p>6. Insufficient number of parking lots</p> <p>7. Small number of asphalt streets</p> <p>8. The public lighting is unsatisfactory in the peripheral area and in the neighbourhoods, fact that may</p>	<p>1. The use of European funds for the construction /rehabilitation of access infrastructure (road, railway, air, transport and public utilities)</p> <p>2. THE GENERAL URBAN PLAN is under an updating process, in parallel with the elaboration of the development strategy</p> <p>3. The elaboration of the project entitled “Extension and upgrading the water supply and wastewater collection infrastructure” (including the wastewater treatment plant).</p>	<p>1. The occurrence of natural risks that may affect the infrastructure</p> <p>2. The heavy traffic volume grows faster than the infrastructure investments volume</p> <p>3. Low financial and operational interest in the promotion of investments from the private investors</p>

## Local development strategy of Bistrița Municipality for 2010-2030

	<p>determine the raise of criminality</p> <p>9. The lack of an integrated strategy for the traffic safety</p> <p>10. The lack of a traffic monitoring and management system</p> <p>11. The lack of bicycle lanes</p> <p>12. The lack of a wastewater collection system in some areas of the city included into the water supply network.</p>	
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Strengths	Weaknesses	Opportunities	Threats
<i>Environment and energy</i>			
<ol style="list-style-type: none"> <li>1. The existence of automated monitoring stations for the air quality, and environment radioactivity</li> <li>2. Positive decreasing trend of the air pollution level</li> <li>3. Monitoring the environment noise level</li> <li>4. Monitoring the soil affected by the landfills</li> <li>5. Monitoring the pH level and the level of heavy metals in the soil and vegetation, of the wastewater, of the precipitation water quality and the quality of the surface water</li> <li>6. The existence of Bistrita river in the city area</li> <li>7. Bistrita river meets the</li> </ol>	<ol style="list-style-type: none"> <li>1. The existence of soils with high acid or salt levels, excess moisture or exposed to floods, settlement, erosion and ravines The degradation of Bistrita river water quality, in the upstream to the city wastewater treatment plant, due to the exceeded nutrient level approved limits.</li> <li>2. The look of Bistrita River</li> <li>3. The degradation of the air quality, due to the city infrastructure condition, the big number of technical condition of vehicles, the fuel quality and ineffective sanitation services</li> <li>4. The historical pollution of the soil with heavy metals</li> </ol>	<ol style="list-style-type: none"> <li>1. Full legislative framework in the field of environment protection.</li> <li>2. National policies that encourage the production and use of "green energy"</li> <li>3. The elaboration of the European funded project entitled "Rehabilitation and upgrading Bistrita Municipal Park"</li> <li>4. Ongoing implementation of the programme "Green house" and the thermal rehabilitation of buildings</li> <li>5. The protected areas are protected by laws and have administrators</li> <li>6. The adoption and use of renewable energy sources:</li> </ol>	<ol style="list-style-type: none"> <li>1. Insufficient human, financial and material resources for environment protection</li> <li>2. Moderate experience and capacity of local actors in managing complex sustainable development programmes using economic, social and environment components</li> <li>3. The overexploitation of renewable and non-renewable natural resources to feed the production process of the economy</li> <li>4. The growth and diversification of pollution sources</li> </ol>

## Local development strategy of Bistrița Municipality for 2010-2030

<p>standards of the 1st quality category according to STAS 4706/1988 or A2 according to HG 100/2002, in the section of drinkable water</p> <p>8. The existence of several recyclable waste collection companies: paper, pressed paper, iron, used tires, electrical and household equipment</p> <p>9. The existence within the city hall a specialized public services for the green areas management.</p> <p>10. The existence on the territory of Bistrîta Municipality of two natural protected areas and of some trees, natural monuments, that fulfil several functions: aesthetic, recreational, health promoting, etc.</p> <p>11. The wide forest area around Bistrîta Municipality.</p> <p>12. Local initiatives in partnership with other institutions, aiming at raising the awareness and educating the population</p> <p>13. The existence of a dendrological collections with valuable species that represent an excellent teaching material for students.</p>	<p>5. The lack of environment management systems ISO 14001 certified at polluting economic agents</p> <p>6. The operation of some polluting companies with ineffective retaining systems.</p> <p>7. The lack of recyclable waste collecting systems in the field of waste oil</p> <p>8. The look of the households</p> <p>9. The absence of an integrated waste management system on the entire territory of the municipality</p> <p>10. The insufficient surface of green areas compared to the number of inhabitants and the deficient management of the green areas around the apartment blocks</p> <p>11. The improper quality of the green areas outside the central area of the city</p> <p>12. The limited surface and the lack of utilitarian and esthetical fittings in the Municipal park</p> <p>13. The ineffective sanitation of arterial roads, due to the improper technical condition and parking of vehicles</p> <p>14. The insufficient personnel in the public institutions responsible for environment protection.</p> <p>15. NGOs that are insufficiently</p>	<p>wind, solar, biomass energy</p> <p>7. Construction of an integrated waste management system and the finish of the ecological landfill for town waste in Tarpiu</p> <p>8. Closing down the landfill in Zăvoaie and the sanitation of this area (by arranging a leisure park or a photovoltaic park)</p> <p>9. Development of awareness and engagement campaigns for the inhabitants of Bistrîta Municipality, mainly the children and youth, for the environment protection and preservation, by green education programmes and education actions</p> <p>10. The existence of EU grants for priority environment projects</p> <p>11. Partnerships and cooperation between the local authorities and institutions, economic agents and NGOs.</p>	<p>resulting in an increased pollution level</p> <p>5. The industrial area with a high potential of accidental pollution</p> <p>6. The discharge into the sewerage network of water that does not fit the NTPA 002 provisions</p> <p>7. The narrowing of green areas in favour of economic and city objectives.</p> <p>8. Potential pollution risk for Bistrîta river water, in the upstream of the treatment plant, due to out of line economic activities</p>
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## Local development strategy of Bistrița Municipality for 2010-2030

<p>14. The development of a programme for the installation of heating systems using renewable energy, including the replacement or supplementing the classical heating system, entitled “Green house”</p> <p>15. The use of natural gas as opposite to the traditional fuel, which is more pollutant.</p> <p>16. The operation of the Ecologic information and education centre within the City Hall</p> <p>17. The participation of the public in the environmental decision making process</p>	<p>involved in the field of environment protection</p> <p>16. Deficient environment education in the education system.</p>		
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Strengths	Weaknesses	Opportunities	Threats
<i>Economic development</i>			
<p>1. High percentage of domestic capital in the companies from the municipality (solid local business environment)</p> <p>2. The existence of a solid industrial base (high survival rate of companies built during the Communist time)</p> <p>3. The existence of a significant number of food processing companies</p>	<p>1. The low level of economic development of the county, in national and European context</p> <p>2. The relatively low weight of the third sector in the local economy</p> <p>3. The subsistence agriculture and the lack of viable agricultural exploitations</p> <p>4. The dependence of the local economy by the automotive and construction sectors</p> <p>5. The decline of some traditional</p>	<p>1. The diversity of national funding programmes for the support of SMEs</p> <p>2. The online commerce</p> <p>3. The development of public-private partnerships</p> <p>4. The award of tax facilities for the business environment by the local authorities</p> <p>5. The increasing demand for green products on the</p>	<p>1. The changes in the laws of the economic sector</p> <p>2. The economic decline at national, European and global level</p> <p>3. The growing competition on an integrated European market</p> <p>4. The more expensive loans, following the global recession</p>



## Local development strategy of Bistrița Municipality for 2010-2030

<p>(meat, dairy, bread, alcohol, vegetables and fruits, etc.)</p> <p>4. The existence of a big foreign investor in the field of electrical equipment</p> <p>5. The existence of an agglomeration of companies in the field of electric cabling</p> <p>6. The development of modern trade (supermarkets)</p> <p>7. The positive dynamics of the real estate sector</p> <p>8. The existence of two viable research institutes</p> <p>9. The existence of a powerful group in the field of gambling</p> <p>10. The growth of export volume and the positive commercial balance</p> <p>11. The availability of labour force qualified in industry</p> <p>12. The growth of the number of employees in the service sector</p> <p>13. The low unemployment rate</p> <p>14. The existence of a long tradition in the field of orchards</p>	<p>industrial fields (glass, construction materials, leather industry, etc.)</p> <p>6. Low development of tourism sectors</p> <p>7. The decline in the number of medium sized and big companies</p> <p>8. The low GDP percentage assigned to R&amp;D expenses</p> <p>9. The low number of invention patents generated by the economic agents in the municipality</p> <p>10. The low entrepreneurship rate</p> <p>11. Underdeveloped IT&amp;C sector</p> <p>12. The low weight of innovative companies</p> <p>13. The low value of direct foreign investments</p> <p>14. The reduced service offer for the companies in the municipality</p> <p>15. The lack of some business and innovation support infrastructure (industrial and technology parks, business incubators, exhibition areas, etc.)</p> <p>16. The low work productivity of labour force in big enterprises in Bistrita</p> <p>17. The low percentage of labour force with higher education</p> <p>18. The low salary level in industry and service sectors</p>	<p>European market, with an opportunity for Romanian producers to get involved in green agriculture.</p>	<p>5. The increased interest of companies to relocate in Asia or other investment friendly locations</p>
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## Local development strategy of Bistrița Municipality for 2010-2030

Strengths	Weaknesses	Opportunities	Threats
<b>Demographics</b>			
1. Relatively homogenous population structure.	1. Population decreased by over 18% between 2002 and 2009 in the 0 – 14 years segment 2. 50% decrease in the occupied population and doubling of assisted population 3. The decrease in the number of inhabitants, according to the preliminary data of the 2011 Census	1. The return to the city of the people who were working abroad 2. The setting up of the intercommunity association.	1. Low economic development pace that is not attractive to the labour force 2. The society upgrading, with effects in changing the behaviour models (few children, ageing, etc.).
<b>Education</b>			
1. High schooling percentage – over 94%. 2. Decrease by five times of the school drop out between 2005 and 2009. 3. Infrastructure, mainly in schools, is relatively good 4. Extension of schools connected to the internet and the increasing usage level of information technology 5. Encouragement of school performance by the award of sports subscriptions, post-secondary school scholarships for students with special results, 6. The reward of students with results in the Olympic contests 7. Diversifying of extra-	1. The lack of an university 2. Insufficient fitting, with many units that require rehabilitation works 3. Insufficient use of interactive methods 4. The lack of recreational and free time areas. 5. The deficient school management 6. Educational offers insufficiently adapted to the requirements on the labour market 7. The entrepreneurial skills development component is low represented in schools 8. The libraries are insufficiently equipped	1. Development of partnerships with other social factors 2. Engagement of economic agents in the funding of the educational system 3. Development and implementation of educational alternatives 4. Development of projects targeting the Roma population and other disadvantaged groups 5. Increased involvement of public administration in the educational system management 6. Supplementing / increasing the financial revenue of teachers 7. Development of the private education system	1. Continuing small salaries 2. The decrease in the living standards resulting in the raise of the school drop out rate 3. Continuing the inefficient management in the education units

## Local development strategy of Bistrița Municipality for 2010-2030

curricular activities		8. Investment objectives supported by grants from the Structural Funds.	
<b><i>Lifelong professional training</i></b>			
<ol style="list-style-type: none"> <li>1. Implementing of professional training courses for adults</li> <li>2. The year on year increase in the number of people registered in professional training courses.</li> </ol>	<ol style="list-style-type: none"> <li>1. Low qualification level of medium personnel</li> <li>2. Preponderant weight of secondary education</li> <li>3. Deficient qualification level in tourism, constructions and commerce</li> <li>4. Low interest of labour force for the professional training.</li> <li>5. Low representation of professional training services for adults</li> <li>6. The absence of services and demand for skills development programmes, mainly for people with key positions in companies and institutions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Setting up professional training centre for labour force</li> <li>2. The engagement of the private sector in professional training services for adults</li> <li>3. Making the employers aware on the investments in the human resources</li> <li>4. The existence of a law providing the compulsory employment of qualified personnel for qualified jobs</li> <li>5. Investment objectives supported by grants from Structural Funds.</li> </ol>	<ol style="list-style-type: none"> <li>1. The decrease in the labour force offer compared to the demand</li> <li>2. The migration of specialists and labour force in general to other cities</li> <li>3. The decline of the economic environment.</li> </ol>
<b><i>Healthcare</i></b>			
<ol style="list-style-type: none"> <li>1. The improved access to healthcare services and the open attitude of family doctors</li> <li>2. Over 90% of the population are insured</li> <li>3. The rehabilitation of the Emergency Room</li> <li>4. The existence of health mediators for the relations with Roma population</li> <li>5. Implementing the Prevention National Programme.</li> </ol>	<ol style="list-style-type: none"> <li>1. Precarious equipment of the healthcare system, with many sections with obsolete infrastructure, including the Ambulance Service</li> <li>2. Insufficient rehabilitation, night care and weekend treatment centers</li> <li>3. Insufficient number of specialists</li> <li>4. Insufficient number of physicians compared to the total population number</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementing some national strategies for the healthcare services development</li> <li>2. Raising the funding for investments</li> <li>3. Raising the salary level</li> <li>4. Decentralizing the health system</li> <li>5. Investment objectives supported by grants from the Structural Funds,</li> <li>6. The pronounced growth of the private sector in the field</li> </ol>	<ol style="list-style-type: none"> <li>1. The inaccurate establishment of the competence level and limits between the healthcare units and their supervising institutions</li> <li>2. The inefficient operation of decentralization, mainly at organizational level, with the risk of</li> </ol>

## Local development strategy of Bistrița Municipality for 2010-2030

	<ol style="list-style-type: none"> <li>5. Insufficient number of physicians working in the emergency services</li> <li>6. Low interest level of physicians for being involved in the Primary Care Facilities</li> </ol>	<p>of healthcare services which are more trusted by the municipality population</p>	<p>blocking certain initiatives and actions</p> <ol style="list-style-type: none"> <li>3. The continuing small salaries, mainly for the residents</li> <li>4. The continuing migration of physicians abroad</li> <li>5. The slow paced implementation of the reform</li> <li>6. The continuously changing laws</li> <li>7. The decay of environment factors</li> </ol>
<b>Social</b>			
<ol style="list-style-type: none"> <li>1. The existence of a significant number of private organizations involved in the provision of various social services</li> <li>2. The decrease in the number of people with social care support provided by the municipality with the guaranteed minimum income</li> <li>3. Partnerships developed between the public authorities and NGOs</li> <li>4. The existence in the municipality of the Youth Community Centre that provides free courses for students on school and</li> </ol>	<ol style="list-style-type: none"> <li>1. The preponderance of passive measures against the active measures</li> <li>2. Big problems: beggars, stray dogs</li> <li>3. A new social problem, with a future impact: children left home by the parents who work abroad</li> <li>4. Insufficient involvement of religious organizations in solving social problems</li> <li>5. Insufficient funding to support the social services</li> <li>6. With regard to the Roma minority, in general, it represents a problem by its involvement in illegal activities and by its limited access to the</li> </ol>	<ol style="list-style-type: none"> <li>1. Setting new social centers for various groups (women, impaired people, Roma people, children, elderly people, etc.) and types (day care, overnight, emergency, provisional, permanent, alternative centers)</li> <li>2. Partnerships with other NGOs for the development of social services</li> <li>3. For minorities: developing the position of community mediator, and the family planning</li> <li>4. Setting a mixed local commission for Roma people</li> <li>5. Establishing partnerships with the church</li> </ol>	<ol style="list-style-type: none"> <li>1. Delays in the setting up and application of laws on social impact measures</li> <li>2. Raising the poverty level of certain population groups</li> </ol>

## Local development strategy of Bistrița Municipality for 2010-2030

<p>professional subjects, and the Green Education Centre "Green School"</p>	<p>7. Insufficient and/or inefficient accessibility measures people with locomotor, auditory, olfactory disabilities</p>	<p>6. Investment objectives supported by grants from the Structural Funds,</p>	
<b><i>Culture, sports, youth</i></b>			
<p>1. The existence of a number of cultural and religious objective above the average. 2. Various cultural events (musical season, theatre season, launches, etc.) 3. Numerous cultural events for youth in the municipality (theatre festival, literary creation contests, etc.) 4. City of many public figures (authors, musicians, painters and sculptors, sportsmen etc.) 5. Average sports activity 6. Sports infrastructure both for students and for the general public 7. The development of multi-purpose sports facilities. 8. The existence of youth volunteers organizations (Youth Local Council, Students County Council)</p>	<p>1. Insufficient availability and surface of leisure area, from a point of view of a touristic city 2. The decay of many cultural buildings and low investments for the rehabilitation of the cultural infrastructure 3. Low involvement level of the business environment in supporting cultural activities and performance sports 4. Low financial resources for the support of professional sports 5. Few youth NGOs.</p>	<p>1. The development of the city as a touristic city. 2. The application of modern management and promotion techniques in the cultural and tourism field 3. The involvement of the business sector in support and sponsor actions 4. Investment objectives supported by grants from the Structural Funds 5. National programmes promoting the sports for all 6. Laws on compulsory sports programmes 7. Encouraging the youth to be more interested in culture, traditions, as elements that may be "fashionable" in the future 8. Raising the number of youth NGOs</p>	<p>1. Weak transport infrastructure for accessing the city from other big cultural centres 2. The decay of cultural buildings 3. The private ownership of some patrimony buildings 4. The lack of resources to support a new generation of people with an interest in culture 5. The lack of citizen education programmes on cultural topics 6. The reduced interest in sports, compared to other entertainment types 7. Financial inefficiency of professional sports 8. Continuing the consumption society characteristics in youth against the consumption of culture.</p>

## Local development strategy of Bistrița Municipality for 2010-2030

Strengths	Weaknesses	Opportunities	Threats
<b>TOURISM</b>			
<ol style="list-style-type: none"> <li>1. The favourable geographic position along a major transit/connection axis between Transylvania and Moldavia, recently rehabilitated</li> <li>2. Bistrita gathers most of the patrimony values of the county, it has a diversified, complex and complementary cultural and historical patrimony</li> <li>3. Bistrita Municipality owns an original medieval historical centre, with an authentic local specific and well preserved laic and religious buildings</li> <li>4. Diversified range of cultural, arts, traditions and folklore festivals and events</li> <li>5. Private investments in accommodation structures, with an ascending trend of the accommodation offer, and with an increasing number of the competitive accommodation units, from the comfort viewpoint (3 star), and an increasing number of places in the existing accommodation</li> </ol>	<ol style="list-style-type: none"> <li>1. Deficient railway and road access, mostly to the nearby rural areas, from the mountains area and towards several objectives</li> <li>2. The absence of fit-up works or the minimal and inadequate arrangement of the hydromineral and thermal resources with therapy effects</li> <li>3. The advanced decay of many of the historical buildings in the central area, supplemented by the preservation and rehabilitation difficulties of some historical monuments, buildings and complexes with urban aesthetic and landscaping value</li> <li>4. The prevalence of the transit tourism in organized circuits and by the personal vehicle, with a short stay duration;</li> <li>5. Most of the accommodation places are in hotels, to the disadvantage of other accommodation structure types such as motels or rural bed&amp;breakfast.</li> <li>6. Lack of travel offer for youth ("low cost" facilities);</li> <li>7. Some tourist attractions do not</li> </ol>	<ol style="list-style-type: none"> <li>1. The location of the city near the mountains and the proximity of Dracula Castle, and the presence of Dracula myth</li> <li>2. Consolidation of a tourist friendly mentality of the population, local authorities, NGOs, the investors and their support to the opportunities provided by the hospitality industry for the social and economic revitalization of the city by enhancing the existent cultural patrimony and the cultural heritage, by encouraging the interest in the local culture etc.</li> <li>3. The creation of a brand image and promoting Bistrita Municipality as a travel destination, including by the attraction/involvement of tour operators in the national and international travel fairs</li> <li>4. The possibility of accessing national and European funds for the development of travel activities and infrastructure</li> <li>5. "Strengthening" (by an improved management and promotion) the important</li> </ol>	<ol style="list-style-type: none"> <li>1. The preservation in a dormant condition, ineffective from a social and economic point of view, of city and county attractive potential promotion</li> <li>2. The lack of a sector strategy and of an action plan for tourism</li> <li>3. The reorientation of a part of the internal demand towards destinations outside the county, of the NW Region and the country (ex. Sibiu, Braşov, Cluj-Napoca etc.).</li> <li>4. The lack of adjusting capacity to the new tourist demand trends;</li> <li>5. The relatively long distance to the major tourist markets</li> <li>6. The delays in the actions designed to find fast and efficient solutions to settle the legal ownership conditions of the buildings in the historical centre, the</li> </ol>



## Local development strategy of Bistrița Municipality for 2010-2030

<p>units</p> <p>6. The existence of a high number of travel services and operators, that organize or arrange travel services in the country or abroad</p> <p>7. Tourists number under a constant raise recorded between 2007-2008 and with forecasts of resuming the growth after overpassing the economic recession</p> <p>8. The existence of concerns for the tourist promotion of Bistrita and for the creation of a tourist brand focused on the historical centre</p> <p>9. The awareness of the local authorities on the tourism life-giving role in the social and economic life of the municipality and an increased interest for the integration of tourism into the local development strategies</p> <p>10. The existence of civic conscience on the historical centre both from the citizens' part, and from the organizations that discuss/debate and stand for its role and importance to the community</p> <p>11. The specialization courses in various travel&amp;hospitality</p>	<p>have visiting hours.</p> <p>8. The low number of pedestrian paths and of the visiting or cyclo-tourism programmes in the municipality</p> <p>9. The tourist leisure and entertainment sector is underdeveloped and less diversified</p> <p>10. Low representation of non-classical tourist products (ex. thematic parks or festivals)</p> <p>11. Low presence of exhibitions</p> <p>12. Deficiencies and disfunctionalities of the existing tourist offers, programmes and products, of and their promotion</p> <p>13. Low professional level of the hospitality workers, limited sensitivity and understanding of the tourists' needs and demands, doubled by a randomized management, without developing professional partnerships with the tour operators</p> <p>14. The lack of signs in an international language</p> <p>15. Weak cooperation between institutions/companies and economic agents, and authorities, the lack of disseminating the information with regard to the tourism policy and good practices in</p>	<p>cultural and folklore events and initiating new events and festivals in other locations and periods of the year;</p> <p>6. Raising the demand for cultural events from the population</p> <p>7. Raising the interest in cultural and patrimony tourism, in leisure, healthcare and wellness activities</p> <p>8. Development of innovating and adaptable travel products</p> <p>9. Raising interest in the bathing tourism</p> <p>10. The interest of the urban centres inhabitants for the quietness and authenticity of rural areas, for the traditional lifestyle and natural food, provided by the rural areas near Bistrita</p> <p>11. Extension and improvement of the travel information network in order to answer the tourists demands</p> <p>12. Including Bistrita in the circuit of the 7 Siebenburgen fortresses and in UNESCO patrimony</p> <p>13. Potential for hunting tourism, extreme sports such as off-road</p>	<p>status of some commercial areas which are not fit to the historical centre, as well as the public safety</p> <p>7. Delays in starting the public and private investments in cultural, exhibition, leisure and entertainment and bathing facilities</p> <p>8. The lack of different treatment between the tourist offers specific to the municipality and those common to other cities /tourist areas</p> <p>9. The loss of confidence of the local actors with regard to the hospitality business profitability and their giving up the tourist accommodation units, that may lead to the closing down of some units and to the loss of some jobs in the field</p>
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## Local development strategy of Bistrița Municipality for 2010-2030

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<p>related jobs, organized by specialized and licensed training companies</p> <p>12. The existence of various levels of travel education</p> <p>13. Short distance to the international airports of Cluj – Napoca and Târgu Mureș</p> <p>14. Railway and road connections at short time periods with the railway hubs in Sărățel and Beclean</p> <p>15. The existence of an airfield for light aircrafts</p> <p>16. The opening of two accommodation units, of 5 and 4 stars</p> <p>17. Accommodation units equipped with conference rooms of high and medium capacity, classified from 3 to 5 stars,</p> <p>18. At least 3 Romanian food restaurants (Crama Veche, Casa Someșană, Restaurant Central)</p> <p>19. Rehabilitation of the Evangelical Church and of the tower (the only tower with an elevator in Romania)</p> <p>20. Short distance between tourist attractions</p>	<p>this field</p> <p>16. Bistrita is poorly promoted in the tour operators circuits</p> <p>17. There is no virtual platform for online reservations of rooms.</p> <p>18. There is no area arranged as camping/caravan park</p> <p>19. The absence of maps and photos of Bistrita in bookstores</p> <p>20. Low number of souvenir shops</p>		
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## Local development strategy of Bistrița Municipality for 2010-2030

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Strengths	Weaknesses	Opportunities	Threats
<b>Administrative capacity</b>			
<ol style="list-style-type: none"> <li>1. The existence of a civil protection programme</li> <li>2. The existence of sector strategies at the municipality and the peripheral area level</li> </ol>	<ol style="list-style-type: none"> <li>1. The lack of an efficient IT system for the public services management</li> <li>2. Low activity and representation of NGO sector in the municipality</li> <li>3. Low community involvement of the citizens</li> <li>4. The inexistence of an NGO resource centre.</li> </ol>	<ol style="list-style-type: none"> <li>1. Implementation of a cross-functional Citizens Counselling Office</li> <li>2. Optimization of services, of professional training and of the public servant-tax payer relation</li> <li>3. Finding alternative income sources</li> <li>4. Investment objectives supported by grants from the Structural Funds,</li> <li>5. The multiple financing options specific to NGOs</li> <li>6. The European Union policy for the promotion of the NGO sector.</li> </ol>	<ol style="list-style-type: none"> <li>1. The internal conflicts at the level of human resources</li> <li>2. The lack of initiatives in the establishment of new NGOs.</li> </ol>

## Local development strategy of Bistrița Municipality for 2010-2030

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### III. VISION OF BISTRITA MUNICIPALITY DEVELOPMENT

With regard to Bistrita Municipality, **the strategy relies on following premises** as positive elements:

- *The Municipality has an amazing history, tradition and culture defining the tourism potential;*
- *The services and tourism play a determining role in the city development during this historical period marked by an increasing tourism development;*
- *The geographic position at the mountain feet with natural and tourism potential, being the link between Moldavia and Ardeal;*
- *The access to transportation infrastructure (roads, railway, airport);*
- *The possibility to develop the suburbs of the city;*
- *New communication and information technologies crossing over the physical obstacles;*
- *The availability of future financing sources for large investments that may determine the course of development;*
- *The potential for niche industry development;*
- *The existence of economic, commercial and administrative potential;*
- *Bistrita Municipality is an urban development pole;*
- *Orientation of public authorities towards strategic thinking and actions;*
- *Raising the quality of life;*
- *Civic sense potential through tradition.*

The human resources represent the key to and play a determinant role in making changes. From this viewpoint, the facts identified through the considerations of the local human resources from various reference levels (citizens, experts, politicians, representatives of the authorities) representative for Bistrita Municipality at the time being, cannot be considered positive, due to the following aspects:

- *Bistrita is being considered relatively isolated because of its peripheral position in relation to the main European transportation networks;*
- *Accelerated local development in the inner city;*
- *The main elements of the city are insufficiently exploited;*
- *The local tourism potential insufficiently capitalized;*
- *Relatively few investments in the private sector;*
- *Insufficiently capitalized entrepreneurship rate;*
- *Non-capitalized potential of Bistrita River, due to high investment costs;*

## Local development strategy of Bistrița Municipality for 2010-2030

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- *Lack of universities*
- *Low percent of highly educated people*
- *High percent of qualified workforce working abroad;*
- *Little cooperation between the relevant local institutions;*
- *Tourism services requiring improvements;*
- *Few representatives of NGO sector.*

### **Main objective of the development strategy**

*Ensuring a balanced, coherent and harmonized development of Bistrița Municipality and its peripheries in terms of economy, social, equipping, accessibility, environment quality, reasonable living and work standards for all citizens.*

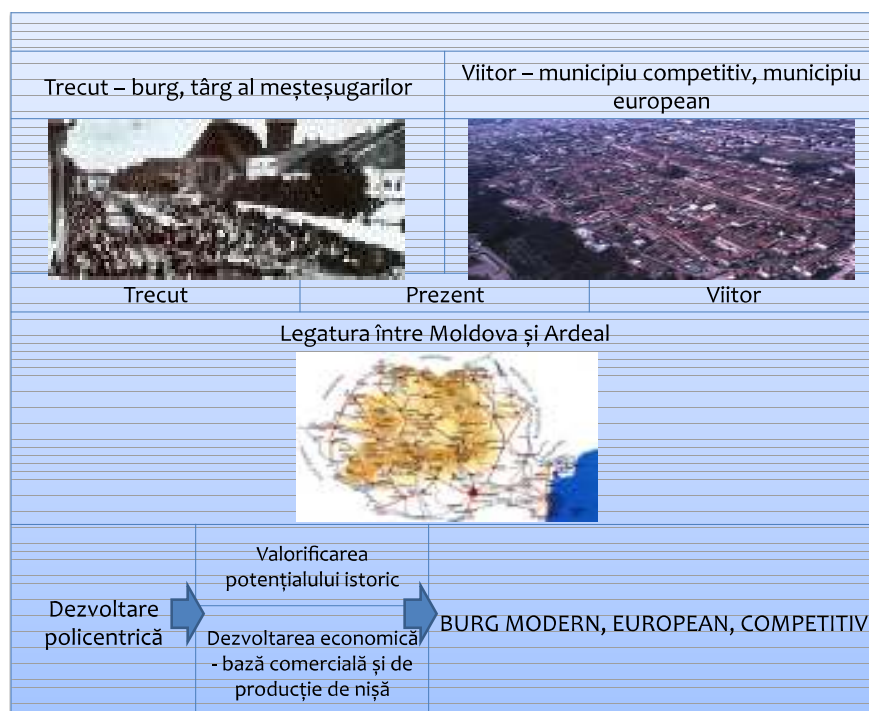
*The main objective of the development strategy, through its development scenarios, creates the development vision, substantiating the brand of the city: „Bistrița – Gate to Transilvania”.*

The development strategies for the achievement of this main objective are being subjected to a development in two parallel directions, each with its specific risks and benefits.

### ***The two interfering directions are:***

- A. **Bistrița – a modern burg** – capitalizing the historical potential and transforming it from a traditional burg into a modern municipality by promotion of the historical heritage through modern means and mechanisms;
- B. **Bistrița – a competitive and European Municipality** – adding value to the trade history of the city and transforming it from a city “shadowed” by the neighbouring poles into a visible and competitive one by development of the local economy and improved life quality as basis for niche commerce and production at regional level.

## Local development strategy of Bistrița Municipality for 2010-2030



The evaluation of the two development strategies for Bistrita Municipality is:

Evaluation	A. Bistrita – a <u>modern burg</u>	B. Bistrita – a <u>competitive and European Municipality</u>
<i>Main reason</i>	<ul style="list-style-type: none"> <li>Bistrita is one of the seven Medieval fortified cities in Transylvania.</li> </ul>	<ul style="list-style-type: none"> <li>Bistrita is one of the few cities that has preserved and promoted its specific industry by developing regionally and nationally renown trademarks.</li> </ul>
<i>Major determinant elements that should exist and/or be created immediately</i>	<ul style="list-style-type: none"> <li>Rehabilitation of the cultural, historical and religious sight seeing</li> <li>Tourism infrastructure development (particularly the accommodation units,</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade/ expansion of the access road infrastructure to/from the municipality (access to highway through fast roads)</li> <li>Upgrade/ expansion of the airfield in</li> </ul>



## Local development strategy of Bistrița Municipality for 2010-2030

	<p><i>travel agencies, leisure and a local public-private coordination committee)</i></p> <ul style="list-style-type: none"> <li>• <i>Rehabilitation and upgrade of road infrastructure to access in the inner city (access to the highway through easy access roads)</i></li> <li>• <i>Implementation of an events agenda and an aggressive national communication policy; examples:</i> <ul style="list-style-type: none"> <li>- Gate to Transylvania; there should be organized top national cultural events</li> <li>- NOSA Tradition Fest</li> <li>- Outstanding Plastic Arts Events</li> <li>- Andrei Mureșanu is a valuable trademark – organization of specific literary events</li> </ul> </li> <li>• <i>Maintenance and continuous development of the Municipality as an environment friendly city to give „an example” at national level</i></li> <li>• <i>Development of traditional business and food industry, including the ecologic one</i></li> </ul>	<p><i>order to be used by light aircraft too</i></p> <ul style="list-style-type: none"> <li>• <i>Development of the commercial and logistic infrastructure</i></li> <li>• <i>Establishment of a university in the city in order to create qualified human resources that bring added value to the place they were born and where the society wants them to work</i></li> <li>• <i>Pro-active attitude of local authorities towards investors</i></li> <li>• <i>Positive development of political and economic relations between Romania and the European Union</i></li> </ul>
<p><b>Risk / benefit ratio</b></p>	<ul style="list-style-type: none"> <li>○ The risk is moderate and depends on medium sized investments made from the local and state budget and on the attracted European funds</li> <li>○ The benefits are moderate, and involve the creation of a representative image of culture and traditions at national level and moderate revenue from direct and indirect activities</li> </ul>	<ul style="list-style-type: none"> <li>○ The risk is high and depends on large investments for setting new infrastructure elements and the list of priorities for the promotion of these investments at county, regional and national level;</li> <li>○ The benefits are big due to the high number of activities specific to a production and commercial unit that generates high financial revenue as well</li> </ul>

## Local development strategy of Bistrița Municipality for 2010-2030

<b><i>Multiplying effects</i></b>	<p style="text-align: right;">as the creation of a national representative image</p> <ul style="list-style-type: none"> <li>➤ <i>Development of the tourism industry as means to achieve the scenario (not as vision's objective), by creating a complex and varied tourism product: in cultural, historical, leisure-sports and business terms</i></li> <li>➤ <i>Development of event organization services</i></li> <li>➤ <i>Development of food and beverage industry as result of the image of the city of traditions, the traditions being firstly related to rural area and agriculture; development of food industry – traditional and bio products</i></li> <li>➤ <i>Development of traditional objects, handicrafts and souvenir industry</i></li> <li>➤ <i>Development of mass transportation services</i></li> <li>➤ <i>Attraction of investments because the culture creates an elitist environment where business people, both Romanian and foreign, feel comfortable</i></li> <li>➤ <i>Development of constructions and real estate sector</i></li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Increasing the niche production</i></li> <li>➤ <i>Setting a bio food production facility</i></li> <li>➤ <i>Development of cargo services</i></li> <li>➤ <i>Development of wholesale and logistic terminals</i></li> <li>➤ <i>Development of simple processing activities adjacent to commercial logistics (sorting, packaging, simple processing operations)</i></li> <li>➤ <i>Development of services adjacent to commercial logistics (customs commissioning, inventory services, etc.)</i></li> <li>➤ <i>Development of constructions and real estate sector</i></li> </ul>
<b><i>Synergy of the two strategies</i></b>	<ul style="list-style-type: none"> <li>✓ <i>Bistrita was set up and developed, from the traditional and historical viewpoint, as a handcraft and trading center between Moldavia and Ardeal</i></li> <li>✓ <i>Each strategy may represent the premises for the other</i></li> </ul>	

## Local development strategy of Bistrița Municipality for 2010-2030

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### Development vision

**Therefore, Bistrita Municipality will grow on the grounds of the two strategies having the following development vision:**

*"In 2030, Bistrita Municipality will be the most exquisite burg in Transylvania, with a competitive, varied and innovative economy that will capitalize in a sustainable manner the existing resources, being attractive to the tourists in search of the treasures of the past, as well as to the investors who capitalize the opportunities of the present, with high living standards for its citizens who will be educated, in good health, committed to their community and actively involved in the environmental friendly city development, and with leaders able to meet the changes and to commit themselves to build the futuree."*

## Local development strategy of Bistrița Municipality for 2010-2030

### IV. FIELDS, PROGRAMMES AND ACTIONS OF THE LOCAL DEVELOPMENT STRATEGY

#### 1. URBAN DEVELOPMENT

Sector	Programme	Action	Term	Estimated value -EUR
<b>I.1.: TERRITORY OF BISTRITA MUNICIPALITY</b>	Zoning the municipal territory	Limiting the built-up area of Bistrita Municipality (in non-built-up areas) and extension of actions in a controlled manner	2012	0.00
		Zoning the neighbourhoods, delimitation of compact housing areas	2014	0.00
		Promotion campaign on the development objectives provided in the new Town Planning per areas	2012-2020	5,000.00
		Development of a permanent management and updating software for the data in the general land registry and their use in projects started by the City Hall, including the architecture of the software	2013-2014	350,000.00
		Development of a management software for the data in the urban land registry and on urban networks resulted from the GIS paper and their use in the public and private sector of Bistrita municipality, that should also include an inventory of all lands and their survey – subsequent to the Bistrit@windows project – Bistrita, window to the world.	2013-2015	581,400.00
		Procurement of lands to develop projects of public interest.	-	2,300,000.00
<b>I.2.: URBAN DEVELOPMENT</b>	Building housing for youth	Building apartments under ANL programme stage III – 138 housing units –Subcetate neighbourhood;	2013	3,450,000.00
		Building apartments under ANL programme stage IV – 200 housing units –Subcetate neighbourhood	2014	4,850,000.00
	Building social and emergency housing	Provision of affordable housing to disadvantaged categories, under the City Hall's control	2011	230,000.00
		Building social housing stage I – 200 apartments – Viisoara;	2012	4,600,000.00
		Building social housing 80 apartments – Subcetate;	2012	1,200,000.00
		Building social housing stage II – 160 apartments – Viisoara;	2014	3,900,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

<b>I.2.: URBAN DEVELOPMENT</b>		Building emergency housing	2012-2014	740.000,00
	Programme for public monuments	Artistic lighting of public monuments	2014	115.000,00
		Production of equestrian statues	2016	250.000,00
	Development of the municipal fountains network.	Construction of decorative fountains in Stefan cel Mare, Independentei Sud (Panait Cerna Str.), Andrei Mureșanu (Florilor str.) neighbourhoods and in the rest of the city.	2013	920.000,00
<b>I.3.: URBAN REVITALIZATION OF BISTRITA MUNICIPALITY</b>	Renewal of Bistrița Municipality historical center	Urban renewal of the historical center of Bistrița, Tourist Axis 1, 2, 3	2012-2013	10.350.000,00
		Restoration and consolidation of the A class historical building on 8 Nicolae Titulescu Street – “Casa cu Lei” Traditional Art Center	2012	870.000,00
		Reconstruction of the office building on 2 Gh. Sincăi street – City Hall of Bistrița Municipality	2012	1.060.000,00
		Rehabilitation and upgrade of infrastructure in the central area of Bistrița Municipality (Dornei str., Piața Unirii, Piața Centrală, Piața Petru Rareș, Liviu Rebreanu str., etc.)	2012	3.000.000,00
		Rehabilitation of the Municipal “George Coșbuc” Cultural Center –Bistrița, A class historical monument	2013	4.000.000,00
		Rehabilitation and consolidation of building in 1 Central Square	2013	280.000,00
		Rehabilitation of the Evangelical Church	2013	4.500.000,00
		Promotion of the Historical Center of the Municipality through early civic education (classes of city history) continued in the information center.	2013	11.500,00

## Local development strategy of Bistrița Municipality for 2010-2030

	Upgrading the Central Square, the Medieval square	2014	3.450.000,00
	Upgrading Union Square	2014	1.250.000,00
	Rehabilitation of public and private owned buildings in the historical center, using specific materials	2015	4.600.000,00
	Rehabilitation and consolidation of the building on 2 Central Plaza	2015	990.000,00
	Rehabilitation of Minorities' Church	2015	4.500.000,00
	Upgrading the following streets with materials specific to the historical center: Dogarilor, Baba Novac, Tibleșului, Zorilor, V. Alecsandri, Mihail Kogălniceanu, Lupeni, I. L. Caragiale, B. Șt. Delavrancea etc.	2015	5.750.000,00
	Expansion of and fit out works to the pedestrian areas in the historical center of Bistrita	2015	2.500.000,00
	Restriction of car access to the historical center, except for non-pollutant ones	2015	5.000,00
	Upgrade of Petru Rareș Square	2016	2.300.000,00
	Underground parking in the Central Square	2017	6.700.000,00
	Rehabilitation of Dogari <i>Coopers Tower</i>	2018	460.000,00
	Rehabilitation of ornamental and architectural lighting (by replacing damaged poles with vintage type lighting pillars, integration of urban street furniture, provision of pavement lights, assembling urban furniture with ornaments presenting the city emblem)	2018	2.300.000,00
	Inclusion of the Medieval intramural fields in the leisure areas by planting green belts, hedge plants and enabling the pedestrian access in order to link the NW part of the historical center to the Municipal Park	2020	1.150.000,00
	Linking the municipal park to Codrișor forest with 2 pedestrian and bike bridges, at least, in the stadium area	2030	1.150.000,00
	Infrastructure projects under the „Renewal of Bistrita Municipality's Historical Center” Public policy.	2012-2018	7.700.000,00
	Restoration of Sugălete Assembly	2015-2017	2.300.000,00



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		Fortification of Bistrita Burg: Marking the Fortified City Wall route, including the refurbishment of Medieval Gates (PIDU Project – Stage 2)	2015-2017	25.000.000,00
<b>I.4.: ACCESS INFRASTRUCTURE: STREETS, BRIDGES/ PASSAGES, PARKINGS, SIDEWALKS</b>	Construction of public parking areas and rehabilitation of the existing ones	Increasing the number of green parking	2012	380.000,00
		Construction of bicycle parkings in tourist sights and bike rental points	2013	115.000,00
		Construction of new under and over ground parking areas adjacent to the Historical Center and in the collective housing areas: Mihai Eminescu, Bistricioarei, Petre Ispirescu, Piata Decebal, Str. Gării, Piata Independentei Nord, Aleea Iasomieii.	2025	34.500.000,00
	Construction, upgrade and/or extension of access infrastructure in Bistrita Municipality	Upgrading the local streets in the municipality and to the localities in the suburbs (Slătinita, Ghinda)	2012	4.000.000,00
		Construction of a level crossing on Romana street	2013	50.000,00
		Construction of the city beltway (Construction of Bistrita Municipality's beltway, including the connection to Sărățel Industrial Park, South - Bistrita Industrial Park, the Airfield, Codrișor leisure area, the leisure lake and new residential areas - Zăvoaie, Budacului Valley, Jelnei Valley, Ghinzii Valley)	2015	170.000.000,00
		Annual asphalt pavement of 10 earth/stone streets per each new residential section	2015	3.500.000,00
		Improving the use of the road connection between DJ 173 and DJ 173C in Codrișor area	2015	750.000,00
		Creating the road access between Artarilor street and Lucian Blaga street	2016	1.200.000,00
		Upgrading the level crossing on –Libertății street, Cuza Vodă street, Ioan Slavici street, Lucian Blaga street.	2016	460.000,00
		Gradual construction of bike lanes connecting the residential, commercial, industrial, leisure, tourist areas and the localities to Bistrita Municipality (min 80 km);	2017	2.500.000,00
		Upgrading the boulevards: Independentei, Republicii,	2020	2.300.000,00

## Local development strategy of Bistrița Municipality for 2010-2030

		Decebal		
		Upgrading the streets in the following 6 localities: Viișoara, Unirea, Slătinita, Sigmir, Ghinda, Sărata.	2020	5.750.000,00
		Setting two switch points for merchandise and passenger transportation	2020	1.600.000,00
		Construction of deceleration lanes along the North-South axis (DN17)	2020	1.855.000,00
		Transforming the existing beltway (Drumul Cetății) into a city street (technical class II – expansion to 4 lanes) and extension (beltway in Unirea Neighbourhood) to Livezile Commune in order to improve the traffic flow in the aggregated localities	2025	23.000.000,00
		Construction of a junction ring between DN 17 and Simion Mândrescu street	2025	1.500.000,00
		Rehabilitation and upgrade of Sigmirului street and the multi-level railway crossing	2012-2013	3.050.000,00
		Upgrading 20 streets, stage 2	2013-2015	7.100.000,00
		Upgrading 25 streets, stage 3	2014-2016	8.000.000,00
		Upgrading 35 streets, stage 4	2016-2018	11.500.000,00
		Annual construction - upgrading/rehabilitation of roads to ensure easy access to the main tourist destinations, to stimulate the investments in tourism and/or to ensure the interconnection of tourism offer components (locations, tourist facilities, sightseeing etc.)	permanent	1.000.000,00
		Regular fitting with road signs and marking and repairs to and /or replacement of the inadequate ones to ensure a good road traffic	permanent	580.000,00
	Construction of under- and over-ground passages	Construction of under and above ground pedestrian and car passages in the following areas: Station–Târpiului, Decebal - Cuza Voda, Independentei – Iosif Vulcan.	2015	3.500.000,00

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	and rehabilitation of the existing ones to improve the road traffic and infrastructure	Construction of pedestrian foot tunnels in the main road junctions with major traffic problems: Petru Rareș Square with Republicii Blvd., Independentei Blvd. with Gării street, Republicii Blvd. with Gării street, G - ral Grigore Bălan street with Avram Iancu street and Calea Moldovei, 1 Decembrie street – Calea Moldovei with Năsăudului street, etc.	2020	11.500.000,00
	Construction of bridges and rehabilitation of the existing ones	Construction of new bridges and foot-bridges over Bistrita River: <b>Viișoara, Zăvoaie, Independentei, Poligon-MHC.</b>	2013	800.000,00
		Construction of new bridges and foot-bridges over Bistrita River: <b>Viișoara, Zăvoaie, Independentei, Poligon-MHC.</b>	2015	800.000,00
		Road bridge in Zavoiaie area for the connection of DJ 173C to Petru Maior street in Kaufland area	2015	1.320.000,00
		Construction of new bridges and foot-bridges over Bistrita River: <b>Viișoara, Zăvoaie, Independentei, Poligon-MHC.</b>	2018	800.000,00
		Construction of new bridges and foot-bridges over Bistrita River: <b>Viișoara, Zăvoaie, Independentei, Poligon-MHC.</b>	2020	800.000,00
		Road bridge in Valea Ghinzii - Unirea area to connect DJ 173 (Valea Jelnei) and DN 17 in Unirea locality	2028	1.220.000,00
	Production of surveys for infrastructure projects	Study on the possibility to build underground parking areas in the central part of the municipality.	2015	90.000,00
		Integrated management system for mass transportation by: - production of a passenger information and communication software;	2015	700.000,00
		Equipping with a Global Positioning System for vehicles ( GPS);	2015	1.000.000,00

## Local development strategy of Bistrița Municipality for 2010-2030

<b>I.5: SUSTAINABLE PUBLIC TRANSPORTATION</b>	Upgrading the municipal public transportation	Centralized dispatch system, monitoring the operations, computer-aided traffic control of the local mass transportation;	2015	407.000,00
		Introduction of a ticketing system in the public transportation	2015	100.000,00
		Installation of video surveillance system in all public transportation buses	2015	60.000,00
		Construction of an intermodal transportation center	2016	2.000.000,00
		Construction of a contact line system for mass transit crossing the central part of Vișoara town – Historical Center - Unirea	2016	7.000.000,00
		Construction of shelters in 23 mass transit stations	2017	14.000,00
		Construction of terminals at the end of routes no. 1, 2, 3 and 13	2017	740.000,00
		Construction of an "Overground train" railway on Sărățel - Livezile - Prundu Bargaului, onto the existing railway infrastructure and re-organization of mass transit routes and setting Sărățel station as terminal train station.	2030	15.000.000,00
	Production of studies to support mass transit projects	Elaboration of a mobility plan	2015	20.000,00
	Supporting the use of mass or alternative transportation system	Supporting free ticket system for the retired.	2014	150.000,00
		Procurement of bicycles and making them available to the citizens and tourists in Bistrița Municipality - FREE CYCLE.	2030	400.000,00
Public educational campaigns on the use of other transportation means (mass transit, bikes) than personal vehicles.		permanent	2.800,00	
Rehabilitation,	Lighting the ANL Subcetate neighbourhood – public lighting – stage 2	2014	50.000,00	

## Local development strategy of Bistrița Municipality for 2010-2030

<b>I.6 – PUBLIC LIGHTING</b>	upgrade and extension of public lighting system	Upgrading the public lighting by using new high efficiency light bulbs.	2015	3.500.000,00
		Expansion of public lighting on 94 streets and alleys, parking areas	2016	37.000,00
<b>I.7 – ELECTRICITY</b>	Expansion of electricity supply infrastructure to the peripheries and in the areas not connected to the supply infrastructure, and improving the voltage level while expanding the municipality	Expansion of the electricity supply infrastructure in areas where it partially exists (Cascadei, George Matheiu, Gherasim Domide, Ioan Sabău, Lempeș, Remus Cristian Bucur streets, Valea Budacului)	2018	2.500.000,00
		Project on the elimination of data, phone and communication, electricity lines. (stages: center 2014, East-West axis 2018, neighbourhoods 2022)	2014-2022)	2.500.000,00
		Project on the elimination of overhead medium and high voltage power lines. (stages: center 2014, East-West axis 2018, neighbourhoods 2022)	2014-2022	2.000.000,00
		Programme for de placing utilities underground and provision of manholes		
<b>I.8 – WATER</b>	Rehabilitation, upgrade and expansion of drinking water distribution infrastructure	Expansion works to the water distribution system to Unirea Multifunctional Sports Center outside Bistrița Municipality	2012	550.000,00
		Expansion works to the water distribution system in Slatinita	2013	750.000,00
		Expansion works to the water distribution system in Subcetate residential area for ANL apartment buildings stage IV	2015	92.000,00

## Local development strategy of Bistrița Municipality for 2010-2030

<b>DISTRIBUTION AND SEWERAGE INFRASTRUCTURE</b>		Expansion of drinking water distribution infrastructure in the areas where it is absent (Armoniei street, Drumul Dumitrei Nou, Subcetate street, Lempes street, Cantonului street, etc.).	2019	460.000,00
	Rehabilitation, upgrade and expansion of the sewerage infrastructure	Expansion works to the sewerage system at Unirea Multifunctional Sports Center	2012/2013	170.000,00
		Expansion works to the sewerage system in Subcetate residential area, stage III	2013	90.000,00
		Upgrading the waste water treatment plant.	2013	2.619.000,00
		Expansion works to the sewerage system in Subcetate residential area for ANL apartment buildings, stage IV	2015	120.000,00
		Expansion of the sewerage system in the areas where it is absent (Burgului street, Cantonului street, Drumul Dumitrei Nou, Subcetate street, Valea Ghinzii street, etc.) to improve the citizens' life quality	2020	920.000,00
		Waste water treatment plant and sewerage system in the aggregated locality Slatinita and in Sărata	2025	1.500.000,00
<b>I.9 – GAS DISTRIBUTION SYSTEM</b>	Rehabilitation, upgrade and expansion of the gas distribution infrastructure	Expansion of gas distribution system to the social apartment buildings in Viisoara;	2012	300.000,00
		Expansion of gas distribution system in the aggregated locality Sărata;	2013	430.000,00
		Expansion of gas distribution system in South Bistrita Industrial Park;	2013	140.000,00
		Expansion of gas distribution system in the aggregated locality Slătinita;	2015	550.000,00
		Relocation of gas pressure regulating /metering station on Drumul Cetății street outside the built area of Bistrita Municipality	2025	2.750.000,00
	Placing utilities underground	Elimination of natural gas pipelines by providing access manholes.	2014-2022	2.000.000,00
	Ensuring public order and crime	Implementing a video surveillance system for crime prevention in the historical center of Bistrita Municipality	2012	490.000,00

## Local development strategy of Bistrița Municipality for 2010-2030

<b>I.10.: - PUBLIC SAFETY</b>	prevention	(ongoing project)		
		Gradual expansion of surveillance system for crime prevention in other areas of Bistrita Municipality	2015	250.000,00
	Public promotion and educational campaigns on civic duty	Promotion campaigns to combat criminality and to improve the civic conduct.	Permanent	5.000,00
<b>TOTAL</b>				<b>477,554,700</b>

### 2. ENVIRONMENT AND ENERGY

Sector	Programme	Project	Term	Estimated value -EUR
<b>II.1 WASTE MANAGEMENT</b>	Waste management	Redeveloping the area where Zăvoaie Bistrita waste facility operated for its insertion in the urban area by implementation of the Local Action Plan under SUFALNET 4EU project.	2014	6.300.000,00
		Implementing the integrated domestic waste management system in Bistrita area.	2016	10.700,00
		Rehabilitation of the contaminated site– Thermal heating plant	2020	4.600.000,00
	Conformity with the waste policy and achievement of targets in waste management	Implementing technical measures to reduce the waste quantity based on a waste flow survey produced after commissioning the waste management system that monitors the quantity and quality of the produced waste.	2020	15.000,00



**Local development strategy of Bistrița Municipality for  
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	field			
	Development of public awareness actions and educational programmes	Organization of citizens' education campaigns on their responsibility regarding: selective waste collection and the role of citizens; encouraging the consumers to use ecological, re-usable and longlife products.	Starting with 2013	1.000,00
	"Polluter pays".	Improving the waste management system through elaboration of economic and financial mechanisms enabling the organization of an integrated management based on convenient taxes for citizens to reduce the waste quantity and cover the controlled collection, treatment and storage costs.	2025	0,00
<b>II.2 AIR, WATER AND SOIL QUALITY</b>	Monitoring the quality of environmental factors	Establishment of a Monitoring Center for Environmental Factors to inform and prevent population of Bistrita Municipality on the quality of the drinking water, the contamination level (noise level map), accidental pollution, etc, consisting in a technical system for the collection and interception of environmental factors parameters, qualified personnel for data interpretation and a data distribution system.	2016	10.000,00
	Development of public awareness actions and educational programmes	Organizing public awareness campaigns on the benefits of using low emission transportation means on climate change reduction.	2013	2.000,00

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	Elaboration of studies to set the necessary conditions for implementing the measures of environmental factor quality improvement	Promoting the presentation, development and transfer of low emission technologies at the community level.	2015	35.000,00
	“Polluter pays”	Setting an inner-city access tax for cargo vehicles depending on the emission class of each vehicle and of inner-city access taxes for personal vehicles	2015	0,00
<b>II.3 NOISE POLLUTION AND NATURAL HAZARDS</b>	Natural hazard management	Assessment of resources in Bistrita sub-drainage basin and elaboration of a map with water resources available along Bistrita river.	2017	25.000,00
		Development of an integrated management strategy for the water resources in Bistrita sub-drainage basin (for drinking, industrial, fishery, farm and energy production purposes) to identify the actual consumption levels by 2030 .	2017	20.000,00
	Elaboration of studies to set the necessary conditions for implementing the measures of environmental factor quality improvement.	Production of the Municipality’s noise map	2014	180.000,00

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<b>II.4 PARKS AND GREEN AREAS</b>	Setting, upgrading and extending the park infrastructure and improving the access to green areas	Elaboration of green area development programme to reach the target of 26 sq m /inhab. set forth by law and in compliance with the ecology principles.	2012	15.000,00
		Improving environment quality by rehabilitation of the square on Avram Iancu street – 0.7 ha	2012	140.000,00
		Rehabilitation and upgrade of the Municipal Park – 6.2 ha	2012-2013	4.050.000,00
		Rehabilitation and extension of public green areas in the following neighbourhoods: Independentei Nord and Independentei Sud, 13.5 ha	2013	225.000,00
		Rehabilitation of green areas in Decebal area – 7.6 ha,	2014	5.000,00
		Fitting out the access alleys, green areas and playgrounds on DN 17 in the aggregated loc. Unirea – 5.5 ha	2014	1.300.000,00
		Fitting out the access alleys, green areas and playgrounds on DN 17 in the aggregated loc. Viisoara – 6 ha	2014	1.300.000,00
		Development of green screening plants, and street strip planting by preserving the mostly used type in the squares of Bistrița Municipality's neighbourhoods	2015	1.000.000,00
		Rehabilitation of green areas in Ștefan cel Mare area – 5.1 ha	2015	200.000,00
		Rehabilitation of green areas in Andrei Mureșanu area - ha	2015	200.000,00
		Extension and maintenance of green screening plants between the industrial and residential areas to reduce the air and noise pollution levels, and for bio-diversity preservation and regeneration.	2015	1.000.000,00
		Rehabilitation of green areas in Calea Moldovei area - _ ha	2016	200.000,00

## Local development strategy of Bistrița Municipality for 2010-2030

		Fitting out a park within the Multifunctional Sports Center – in the aggregated locality Unirea, on 100 ha area, to reach the target of 26 sq m green area/ inhabitant provided by the European standards (within Wonderland).	2016	2.500.000,00
		Rehabilitation of the Dendrologic Park within Liviu Rebreanu National College of Bistrita, with 8,525 sq m surface area.	2019	200.000,00
	Implementation of community encouraging measures for environment protection and pollution reduction.	Supporting, by tax exemption and various facilities, both natural and legal persons willing to fit out the „green roof” onto the terraces or buildings they administrate.	2016	500.000,00
<b>II.5 ENERGY</b>	Energy production from renewable sources	Planting energy willows on min. 10 ha surface area	2017	500.000,00
		Fitting out a photovoltaic park with a nominal capacity of 10 Mwh on a special land for the production of photovoltaic electrical power in Sigmir area.	2017	35.000.000,00
		Developing a biomass power plant delivering 4-10 MWh power.	2025	4.200.000,00
		Replacing the thermal heat generation station on methane gas from the city greenhouse with a new one that uses biomass.	2020	950.000,00
	Promotion of energy efficiency measures and use of renewable energy sources	Use of voltaic panels for some extensions of the public lighting system – pilot project on 10 streets.	2013	1.252.000,00
		Promoting green procurements to comply with the European and national laws; adopting the rules on green procurements for at least 10% of the total public procurements of products and services made by the city hall.	2014	0,00
		Making lighting efficient in common areas (halls, restrooms, staircase) in the administrative buildings of Bistrita City Hall, by fitting them with presence sensors.	2015	3.000,00
		“Green roof” demonstrative project at the Center for	2016	15.000,00

## Local development strategy of Bistrița Municipality for 2010-2030

		Environmental Education and Information, building of Bistrița City Hall, C.R.Vivu „half buried garages”.		
		Fitting out, based on the active house concept, a “Center for Sustainable Energy Education” specialized in energy efficiency and renewable resources and designed for children, students and the public in general.	2017	1.200.000,00
		Equipping the public buildings owned by the Municipality with renewable energy installations (solar, geothermal) (city hall’s administrative buildings + 10 educational units).	2018	1.250.000,00
		Replacing the classic heating systems with geothermal fuel – heat pumps and solar panels for domestic hot water in 7 kindergartens.	2019	4.900.000,00
		Eco network demo project: Eco School - Eco Market – exclusive Photovoltaic street lighting, Eco playgrounds, Eco vehicle stations.	2020	1.500.000,00
		Replacing the classic water heating system with biomass power generation plants in the new neighbourhoods (ANL, social housing, Viisoara).	2020	850.000,00
		Improving the energy performance of the buildings in the third sector by: improving the air conditioning and the climate control systems, thermal insulation and application of building automation technologies.	2020	0,00
	Thermal rehabilitation of multi-level residential buildings, and public buildings	Thermal rehabilitation of 30 apartment buildings / year built before 1990 in Bistrița Municipality.	Starting with 2013	96.800.000,00
		Thermal rehabilitation of the city hall’s administrative buildings	2015	3.000.000,00
	Developing public awareness actions and educational programmes	Organizing public awareness actions on the benefits of using the „green energy”.	2012	10.000,00
		Community awareness of the necessity of upgrading and making efficient the indoor lighting installations – replacing the incandescent light bulbs with ecological light bulbs, and the domestic appliances with new ones of A+ efficiency	2012	5.000,00

## Local development strategy of Bistrița Municipality for 2010-2030

		class.		
	Implementation of alternative energy solutions.	Tax exemption and facilities to support various natural persons applying to and completing the local “Green House” financing programme.	2014	0,00
		Promoting the electrical power production by renewable energy storage (up to 10 kw power capacity), tax exemption and various facilities for both natural persons and legal entities, in order to ensure the energy-independence from the classical power supply systems and/or as back out resource.	2020	5.000,00
<b>II.6 BIO-DIVERSITY</b>	Preservation and management of ecosystems	Assessment of the natural capital of Bistrita Municipality and set up of a network of protected areas in order to cover the entire range of ecosystems in Bistrita and the aggregated localities.	2018	20.000,00
	Monitoring and improving the environment quality in the field of biodiversity	Completing the green land survey of Bistrita Municipality (Green area Registry)	2013	15.000,00
		Setting targets of quality for the local biodiversity parameters (fauna, flora, habitats) and monitoring criteria.	2015	0,00
		Regulating the tree species to be planted in order to satisfy multiple criteria: pollution resistance, biodiversity preservation and regeneration (local, non-invasive species opening the way to the establishment of natural ecosystems).	2016	15.000,00
		Auditing the local biodiversity.	2020	30.000,00
	Developing public awareness actions and educational programmes	Organizing actions at the Center for Environmental Education and Information in order to mark the events in the environmental calendar: February 2 <sup>nd</sup> – International Day of Wet Areas; April 1 <sup>st</sup> – International Birds Day; May 22 <sup>nd</sup> – Biodiversity Day, March 22 <sup>nd</sup> – World Water Day; Forest Month; April 22 <sup>nd</sup> – International Earth Day; June 5 <sup>th</sup> – Environment Day; European Mobility Week; October 8 <sup>th</sup> – International Day for Natural Disaster Reduction, November 8 <sup>th</sup> - International Day of Urban Areas.	2012	10.000,00
		Developing the Environmental Education Programme organized at the Center for Environmental Education and	2014	6.000,00

## Local development strategy of Bistrița Municipality for 2010-2030

		Information, by involving all primary schools (1 <sup>st</sup> – 4 <sup>th</sup> grades)		
		Building websites for public awareness of the importance of biodiversity related problems.	2015	1,500.00
		Organizing volunteering actions to improve the quality of community green areas, biodiversity monitoring, etc and setting a volunteers' network.	2015	4,000.00
<b>II.7 NATURAL ENVIRONMENT</b>	Landscape works at Bistrita River Basin and preservation of the natural environment, according to the Water Framework Directive 2000/60/CE	Landscaping the effluents of Bistrita River: Slătinita Valley, Castailor Valley, Rusului Valley, Ghinzii Valley	2012-2013	500,000.00
		Landscaping the effluents of Bistrita River: Slătinita Valley, Castailor Valley, Rusului Valley, Ghinzii Valley	2014	300,000.00
		Extension of Avram Iancu Park to Bistrita River.	2015	100,000.00
		Landscaping the effluents of Bistrita River: Slătinita Valley, Castailor Valley, Rusului Valley, Ghinzii Valley	2015	200,000.00
		Works to Bistrita River Basin on MHC – Kaufland sector	2016	2,500,000.00
		Landscaping the Bistrita River banks	2017	2,000,000.00
		Fitting out the Schifferberg leisure area (Codrișor).	2018	4,000,000.00
		Tourism and energetic development of MHC area, landscaping for tourism and promenade purposes	2020	1,500,000.00
		Works to Bistrita River basin on Kaufland – Sărata sector	2020	3,000,000.00
		Cleaning the Bistrita river water using proper technologies or by setting a settlement area in the up-stream of Bistrita river.	2020	1,000,000.00
				Landscaping the effluents of Bistrita river: Slătinita Valley, Castailor Valley, Rusului Valley, Ghinzii Valley
	Reforesting the	Environmental reforesting of the damaged lands in the	2012	75,000.00



## Local development strategy of Bistrița Municipality for 2010-2030

	damaged lands	target area of Viișoara – Ghinda (12 ha).		
		Environmental reforestation of damaged lands – other areas (200 ha).	2030	100,000.00
	Landscaping Bistrita river and preservation of the natural environment	Promoting Bistrita river as a leisure area through cultural, sports and environmental activities	2021	10,000.00
<b>TOTAL</b>				<b>191,110,200</b>

### 3. ECONOMIC DEVELOPMENT

Sector	Programme	Project	Term	Estimated value –EUR
III.1 BUSINESS AND INVESTMENT DEVELOPMENT	Setting new business support structures	Establishing a business center that also includes an area for exhibitions and events, by reconversion of the brownfield (proposed location: the current industrial area, or another location).	2014	9,200,000
		Achievement of „South Bistrita Industrial Park” investment objective in Sărata.	2014	8,400,000
		Setting a cargo transport logistics park (within the Sărata Industrial Park or in the adjacent area).	2015	5,750,000.00
		Area development (delimitation: DJ 154 Reghin –Sărata industrial area - Sărătel) with the private owned SĂRĂTEL industrial park included in the General Town Planning.	2015	4,600,000.00
	Fitting out the markets in Bistrita Municipality.	Organizing farmfood and crafts markets in the Central Square or on Liviu Rebreanu street	2013	12,000.00
		Fitting out Decebal Market.	2014	340,000.00
		Fitting out Independentei Sud Market.	2015	340,000.00
		Fitting out mobile markets in the municipality's neighbourhoods.	2015	12,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

	Active support of investments by LPA, including the foreign ones	Setting the road and utilities infrastructure and provision of tax facilities for 5 year term, depending on the investment value in order to populate the industrial park	2013	115,000.00
III.2 RESEARCH, INNOVATION, TECHNOLOGY TRANSFER– DEVELOPME NT	Programme for the development and strengthening of Bistrita Municipality's competitiveness.	Establishing a technological park (on the site of Thermal Plant or other location)	2016	3,500,000.00
		Elaborating the economic development, competitiveness and innovation policy, and configuration of the corresponding interconnected partnerships	2019	30,000.00
	Development of a competitiveness pole in Bistrita Municipality.	Development of economic clusters	2030	690,000.00
	Configuration of economic clusters.	Promotion and support of the Municipality's competitiveness pole.	2030	570,000.00
	Promotion and implementation of PPP as an active measure for the direct involvement of the private sector.	Setting a management company for the Industrial Park. (PPP)	2013	25,000.00
III.3 INFORMATION TECHNOLOGY AND COMMUNICATI ON	Active promotion of IT&C in the business sector of Bistrita	Stimulating and supporting private investments to connect the city to the large internet networks, particularly the broadband ones, by involving the local authorities in partnerships with the private sector in order to develop the IT specific infrastructure and to connect the local environment to the large e-business platforms	2020	350,000.00

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III.4 ECONOMIC ACTIVITIES SPECIFIC TO THE AGGREGATED LOCALITIES	Setting logistics, processing and trading facilities for farm and industrial products	Setting a farm and industrial logistic park to serve the manufacturers in the peripheries and the consumers from the municipality.	2025	5,800,000.00
	Enhancing the natural capital.	Reinvigorating the traditional vineyard area (Steiniger).	2013	1,200,000.00
	.Promoting the local potential for manufacturing handcrafts, production and processing, including ecological food.	Promoting the trade of local products in stores and markets.	2012	10,000.00
		Promoting handcrafts in partnership with the stakeholders.	2012	58,000.00
		Encouraging the establishment of several ecological food production units in the aggregated localities (greenhouses, mushroom nurseries, etc.)	2015	50,000.00
<b>TOTAL</b>				<b>23.477.000</b>

### 4. TOURISM

Sector	Programme	Project	Term	Estimated value -EUR
	Transforming the historical center of Bistrița Municipality into an attractive tourist sight seeing by rehabilitation, restoration and preservation of historical buildings and	Tracking the blue line between the main tourist sites (design of thematic tourist routes);	2012	20,000.00
		Setting several places for panoramic views of the city (e.g. Saxons' Tower);	2012	50,000.00
		Encouraging the arrangement of small hotels / bed and breakfast in the old houses in the historical center	2014	10,000.00
		Setting a tourist oriented directional signing and information system in and to the inner city;	2014	25,000.00
		Setting several tourist information points and rehabilitation of the tourist information center.	2014	400,000.00
		Setting new locations related to the myth of Dracula („Dracula House” on Liviu Rebreanu street no. _);	2015	1,500,000.00

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<b>IV.1- URBAN TOURISM</b>	capitalise on their tourism potential	Setting a specialized tourist transport system in the city;	2018	500,000.00
		Fitting out the inner courtyards as commercial areas and services with access to the streets/markets in the central part of the city;	2022	1,000,000.00
	Development of the tourism promotion and marketing component of Bistrita municipality	Promoting the city brand (and, where applicable, several local specific brands) and developing activities to support them;	2011	200,000.00
		Elaboration of attractive, dynamic, unitary and quality promotion materials (thematic or varied) with the presentation of all tourism elements (accommodation, food, leisure, their mapping, access ways etc.);	2012	250,000.00
		Organizing tourism fairs annually / every 2 /4 years.	2012	200,000.00
		Including the tourism products and services of Bistrita in the offers of specialized local and/or foreign travel agencies;	2012	15,000.00
		Elaboration of tourist attraction programmes for the promenade area and of a rich calendar of events in this area;	2012	50,000.00
		Publishing and promotion of a tourist guidelines for Bistrita Municipality (with the presentation of all tourism opportunities and details for each of them, and in the case of organized events, the specification of location, time, access possibilities, accommodation, restaurants, events schedule, the possibility of practicing related activities, proximity tourist attractions etc.);	2013	100,000.00
		Initiating and running thematic communication campaigns, dissemination of promotion materials through tourist information centers/offices in the county or abroad, participation in national and international tourism fairs;	2013	250,000.00
		Promotion of Bistrita's tourism products and services on the municipality's website (subdomains) and on the one dedicated to Bistrita fortress ( <a href="http://www.cetateabistrita.ro">www.cetateabistrita.ro</a> ) and by including the offers in the county/national promotion materials.	2013	10,000.00
		Development of regular tourism entertainment services	2013	5,000.00
		Development and diversification of	Study visit projects in tourism with the twin cities	2012-2020
	Specialized courses for craftsmen		2015	25,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

	education in tourism and study visits	Initiating of training programmes for interpreters, secretariat, personnel, knowledge of business rules.	2015	25,000.00
<b>IV.2 - SPORTS AND LEISURE TOURISM</b>	Stimulating the equipping with modern, complex and functional technical facilities for the development of sports, leisure and entertainment activities	Upgrading the Heidenfeld Complex	2011	100,000.00
		Upgrade and extension of tourism and leisure infrastructure in Schullerwald Forest and turning it into a “Park forest”.	2014	5,000,000.00
		Construction of Unirea Multifunctional Sports and Leisure Center -Wonderland, equipped with all technical and urban facilities and related services: Aqualand, camping area, playfields, golf ground, other equipment for summer sports (biking, mountain biking, karting, mountain climbing), multifunctional room, riding center, skate ring, ski track, accommodation facilities, promenade areas and bike tracks, modern and extended airfield.	2016	10,000,000.00 (ski track)
		Establishing the “House of Nature ” Multifunctional Center for: educational, conference center, cocktail, Plastic arts exhibition purposes etc. in Schullerwald Forest.	2020	1,200,000.00
		Fitting out the ”Dealul Târgului” Chalet	2020	500,000.00
		Fitting out the”Tabără” Chalet	2025	400,000.00
	Setting the tourism infrastructure using the natural salty water resources	Slătinita holiday camp consisting in the construction of a leisure lake and accommodation facilities.	2018	2,000,000.00
		Setting treatment facilities with salty, sulphur and thermal water to capitalise on the local natural resources.	2030	3,000,000.00
		Developing tourism circuits/routes/itineraries that include the surrounding mountains (Mountain tourism in the North of East Carpathians, hunting tourism, Dracula Circuit, Colibita Lake);	2015	50,000.00

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	Creating integrated tourism offer packages that include specific or complementary tourism routes, circuits, products developed in partnership with the neighbouring areas	Including the cultural attractions of Bistrița Municipality in the regional and national tourism circuits (the cultural link between the historical Romanian regions; the circuit of Transylvanian Medieval fortresses (2 versions); Transylvania Fest – songs, dance and joy; Pilgrimage from Moldavia to Transylvania)	2016	100,000.00
		Elaboration and provision of complex eco-tourism programmes (cooperation with travel agencies and service providers) envisaging /integrating the natural reservations near Bistrița (“Piatra Cușmei” Reservation, “Comarnic” Paleontological Reservation, “Masivul de sare (Salt Mountain)” Geological Reservation from Sărâțel, Arcalia Deondrological Park);	2018	10,000.00
		Initiating promotional, media and public awareness actions, and for the natives in the surrounding areas on the existence and value of the natural tourism attractions envisaged by tourism circuits;	2018	15,000.00
		Elaboration of development plans for these locations including: placing signs and information panels in the best locations, mapping circuits, fitting out rest facilities, placing bins along the routes (where applicable);	2019	20,000.00
	Support / development programmes for sports and leisure	Developing other tourism activities: paintball, team-building, skate-boarding, bike tours, off-road activities, etc	2016	75,000.00
		Actions that combine relevant sports events	2020	50,000.00
		Projects on combined tourism and sports/leisure programmes	2025	50,000.00
Fitting out/ developing cultural	Organizing a permanent Art Museum (exhibiting art objects produced by artists from Bistrița and elsewhere) within the Arts Gallery housed by the Lions House.	2017	20,000.00	

## Local development strategy of Bistrița Municipality for 2010-2030

<b>IV.3- CULTURAL TOURISM</b>	attractions in the historical center			
	Design of new tourism products and services focused on the culture and specific aspects of Bistrita (complying with the local identity) and permanent promotion of the cultural tourism	Publishing an events calendar (annual) of the Municipality, including all cultural, historical, arts, folk, music, dance, religious events, etc. for information and promotion purposes;	2012	5,000.00
		Organizing folk events /fests (with famous representatives in the field genului) or combined (from other fields too);	2013	15,000.00
		Organizing cultural-artistic events in the twin town Zielona Gora - Bistrizfest from Zielona Gora, and in the other twin towns.	Starting with 2013	13,000.00
		Organizing and promoting cultural-artistic and media events at the celebration of traditional holidays (spring, summer, autumn and winter fairs) and many national and international cultural events focused on traditions and customs (thematic fests, City Days, crafts, traditions and customs, traditional dance, food fests, religious holidays or of other nature etc.);	Permanent	50,000.00
	Including Bistrita Medieval Fortress in the national and international tourism circuit	Developing new tourism products and services related to the local identity and design of thematic and combined tourism packages and circuits	2017	15,000.00
	Support programme for arts and culture as promotion instruments for the image of the city	Initiating thematic camps focused on arts, environment, creation, etc	2016	20,000.00
Development and/or support of rural tourism in the villages	Stimulating the construction of tourism and farm tourism bread and breakfast facilities in the rural area, holiday homes as week-end tourism destinations (in the rural locations linked to Bistrita or in the aggregated communes –	2014	5,000.00	



## Local development strategy of Bistrița Municipality for 2010-2030

	surrounding Bistrita Municipality with certified “vocation” and potential in this field	Unirea, Viișoara, Sărata, Cușma, Sigmoid, Slătinita, Măgherușului Valley);		
		Organizing training programmes for travel promoters /local entertainers dealing with the information of population and the necessary actions for household certification and maintenance of cooperation relations to the authorities;	2014	10,000.00
		Implementation of programmes on the identification of unique and genuine elements (customs, traditions, craft activities, gastronomy etc.) specific to each locality (particularly in relation to other locations) to enable the elaboration of individual offers specific to each village;	2014	12,000.00
		Running public information campaigns on the benefits and constraints of the inclusion in the rural tourism network;	2015	3,000.00
<b>IV.4- SCIENTIFIC AND BUSINESS TOURISM</b>	Increasing the number, diversification and improving the quality of the accommodation capacity to stimulate the scientific, business, conference and expo tourism	Provision of technical and infrastructure equipment specific to the business, conference and expo tourism (e.g. conference, business meeting rooms, technical equipment, translators, secretariat and printing activities) within the existing or newly established locations (hotels, refurbished /functionally adjusted facilities, new dedicated buildings)	2018	0.00
	Development of tourism clusters	Signing partnership agreements between local cultural authorities for the organization of specific events: fests, exhibitions and show rooms, events, competitions, regional, national and international contests	2012	2,000.00
		Production of the feasibility study on the potential of setting a tourism cluster.	2016	15,000.00
		Production of an action plan for cluster development.	2018	10,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

		Development of a tourism cluster (Project: Setting active cooperation relations between travel agencies, specialized companies, schools, authorities, etc. to include Bistrita in the specific regional and national tourism programmes.	2020	5,000.00
<b>TOTAL</b>				<b>27,505,000</b>

### 5. HUMAN RESOURCES

Sector	Programme	Project	Term	Estimated value -EUR
V.1 – UNDERGRADUA TE EDUCATION INFRASTRUCTU RE AND SERVICES	Setting new kindergartens, day care facility and after-schools in the municipality's neighbourhood, particularly in the new ones (Vișoara, Subcetate etc.), and rehabilitation of the existing ones	Building the “4-storey All-day kindergarten on 38/a Nicolae Balcescu street”- Bistrita Municipality	2013	800,000.00
		Building the “All-day kindergarten in Subcetate neighbourhood, Bistrita;	2014	690,000.00
		REHABILITATION and upgrade of Kindergarten no. 1, on Ecaterina Teodoroiu street, Bistrita	Procurement phase 2014	490,000.00
		REHABILITATION and upgrade of Kindergarten no. 3, on Stefan cel Mare street, Bistrita ;	2018	570,000.00
		REHABILITATION and upgrade of Kindergarten no. 6, on Cerbului street, Bistrita	2018	184,000.00
		REHABILITATION and upgrade of Kindergarten no. 11, on Zimbrului street, Bistrita ;	2018	570,000.00
		REHABILITATION and upgrade of Kindergarten no. 12, on Andrei Muresanu street, Bistrita ;	2018	570,000.00
		REHABILITATION and upgrade of Kindergarten no. 13, on Petre Ispirescu street, Bistrita ;	2018	207,000.00
		REHABILITATION and upgrade of Kindergarten no. 14, on Rodnei street, Bistrita ;	2018	570,000.00
		REHABILITATION and upgrade of Sarata Kindergarten, Bistrita Municipality;	2018	92,000.00
REHABILITATION and upgrade of Viisoara Kindergarten, Bistrita Municipality	2018	100,000.00		

## Local development strategy of Bistrița Municipality for 2010-2030

		Construction of all-day kindergartens and kindergartens to cover the current need for approx. 300 seats.	Procurement phase 2030	1,150,000.00
Rehabilitation of educational infrastructure		Project: Rehabilitation of the Elementary school in the aggregated locality of Ghinda, Bistrita Municipality;	2014	183,000.00
		Rehabilitation of the Primary school in the aggregated locality of Viisoara, Bistrita Municipality;	2016	183,000.00
		Rehabilitation of the Elementary school in the aggregated locality of Slatinita, Bistrita Municipality	2016	183,000.00
		Rehabilitation of the Elementary school in the aggregated locality of Sigmoid, Bistrita Municipality	2016	183,000.00
		“Construction of “Liviu Rebreanu” Boarding school of Bistrita”	2021	8,050,000.00
		REHABILITATION and upgrade of Wing B, Elementary School No. 1, Bistrita	Procurement phase 2020	800,000.00
		Rehabilitation and upgrade of the Gym within the Elementary school no. 1 Bistrita	Procurement phase 2020	340,000.00
		Rehabilitation of the Elementary School No. 2, Wings A and B, Bistrita	Procurement phase 2020	840,000.00
		Rehabilitation of the Gym within the Elementary school no. 2 Bistrita Alexandru Odobescu street	Procurement phase 2020	280,000.00
		Rehabilitation of Wing B, Elementary School no.3 - Avram Iancu - Bistrita 1 Decembrie street	Procurement phase 2020	210,000.00
		Rehabilitation of the Gym within the Elementary school no. 3 - Avram Iancu - Bistrita 1 Decembrie street	Procurement phase 2020	340,000.00
		Rehabilitation of Wings A,B and C, Elementary school no. 4 - Bistrita 3-5 Florilor street	Procurement phase 2020	2,100,000.00
		Rehabilitation of the main building of the Elementary school no. 5 - Lucian Blaga - Bistrita 8 Garoafei street	Procurement phase 2020	820,000.00
		Rehabilitation of the Gym within the Elementary school no. 5 - Lucian Blaga - Bistrita 8 Garoafei street.	Procurement phase 2020	690,000.00
		Setting new	Setting a swim training pool	2016

## Local development strategy of Bistrița Municipality for 2010-2030

	educational facilities	Setting the “Piata cartii / Book Market” (to operate, for example, in the Piata Mică ( <i>Small Square</i> ), or in the passages, Spiru Haret)	2026	11,500.00
	Supporting top students	Stimulating students by organizing “summer schools” where students are rewarded for their school results.	2012	11,500.00
	Stimulating students through various educational practice programmes	Training classes for volunteer tourist guides organized at the Tourism Information Center.	2013	5,700.00
		Starting a scholarship programme for top students based on the Academic model	2014	28,000.00
		Student education on the cultural value by introduction of an optional class of local history, culture and civilization.	2014	8,000.00
		Providing help to students with low school results through “after-school” classes	2016	17,000.00
	Support and attraction of specialists in the field.	Facilities to attract young specialists (e.g.: provision of housing, free transport tickets, social and healthcare facilities, proper alternatives to spending their free time–culture and entertainment)	2013	500,000.00
V.2 – ACADEMIC EDUCATION INFRASTRUCTURE AND SERVICES	Setting a University	Construction of two student boarding facilities.	2030	1,800,000.00
		Fitting out/ construction of a building for classrooms (other than the existing one).	2030	2,750,000.00
		Production of a needs assessment to identify the academic learning needs not covered in the region, in order to create the development potential of Bistrita’s University Center.	2030	5,700.00
V.3- CONTINUOUS PROFESSIONAL EDUCATION	Adult education	Setting an Adult Professional Education Center focused on training courses in the fields with deficits on the labour market (tourism, food industry, services, commerce, constructions).	2018	92,000.00
		Qualifying personnel for all-day kindergartens depending on children age groups.	2020	11,500.00

## Local development strategy of Bistrița Municipality for 2010-2030

	Correlating the educational offer with the labour market demand.	Setting an Evaluation and Training Center for Young Craftsmen, generally entitled the „Trades’ House”( development of youth programmes for insertion on the labour market, running campaigns to change the mentality, public awareness of the importance of having a profession, and re-capitalization)	2022	183,000.00
V.4 - UNEMPLOYMENT AND PROMOTION OF OCCUPATION	Active support of population to ensure the social inclusion of the unemployed and to promote the occupation	Setting a social and occupational counselling center (“The Mobile Labour Market”- work for part-time workers)	2015	40,000.00
		Campaigns for fighting against black and grey work in order to regulate the labour market and to ensure the principles of fair competition	2015	2,000.00
		Setting a public information center for the promotion of occupation and at the relevant institutions able to support individuals to reinsert on the labor market.	2020	6,000.00
V.5 - INFRASTRUCTURE AND SOCIAL SERVICES	Setting new social facilities for disadvantaged persons of Bistrita community.	Setting an accommodation and night center for homeless people.	2012	430,000.00
		Setting a Day care center for disabled persons (Location: Thermal Plant on Rodnei street or CAP Ghinda), including a craftsmen’s workshop where they can acquire the necessary skills.	2014	500,000.00
		Building a Multifunctional Center for social services for the elderly at Sigmir	2014	2,500,000.00
		Setting an Elderly Day care center (Locations: Thermal Plant on Florilor street or the Thermal Plant on O. Goga street)	2015	400,000.00
		Setting a social kindergarten for children from disadvantaged groups.	2016	200,000.00
		Setting a Center for Domestic Violence Victims.	2022	800,000.00
	Adult education	Professional training of disabled people/their attendants /Roma people for labour market reinsertion.	2020	30,000.00
	Public awareness campaigns on	Running public awareness campaigns on the effects of encouraging beggary “Do not enrich those who refuse to work”	2012	20,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

	social issues			
V.6 – INTEGRATION OF ROMA COMMUNITY	Active support of Roma population	Projects on reducing school abandonment among Roma children.	2014	200,000.00
		Setting a counselling and social care center for Roma people in need (including maternal counselling for young Roma mothers) that should also have a representative of the Roma community.	2025	300,000.00
	Social responsibility of Roma community	Educational programme for the social inclusion of begging children.	2015	40,000.00
	Involving the public sector in the promotion of Roma population’s inclusion	Information and awareness of Roma population of increasing their living standards opportunities.	2016	10,000.00
		Regular organization of Roma traditional arts and trade fairs.	2016	10,000.00
		Stimulating the entrepreneurial spirit of Roma community members by supporting them in running small business activities like collecting and processing natural mushrooms/forest fruits, etc. in the surrounding areas of the municipality.	2017	100,000.00
V.7- HEALTHCARE	Setting new healthcare facilities in Bistrita Municipality.	Setting a Permanent Center for Family Doctors in Bistrita Municipality.	2015	200,000.00
		Setting a Permanent Center for Dental Practitioners in Bistrita Municipality.	2018	200,000.00
		Setting a Respiro Center for seriously mentally challenged people.	2018	400,000.00
		Setting a specialized Medical center for drug consumers.	2018	40,000.00
	Support and attraction of medical specialists	Setting a system of facilities to attract medical specialists.	2013	25,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

V.8 CULTURE	Setting new cultural facilities in Bistrita municipality, including the rehabilitation of the existing ones	Building a multifunctional cultural facility: theatre, Philharmonics, Opera, cinema with several rooms of various size with an approx. 2000 seats capacity, including non-conventional areas for artistic performances.	2016	8,400,000.00
		Rehabilitation of cultural buildings (Cultural Community Centers in the aggregated localities)	2017	150,000.00
	Organization of cultural events	Organizing cultural events to capitalise on the historical framework through events like cultural Medieval fests, events around the Evangelical Church to attract the public: outdoor arts fairs, orchestra, floats	2013	25,000.00
		Support and development of the cultural events calendar of Bistrita Municipality: Pfingsteen Fest, Medieval Bistrita Holidays, Days of Bistrita Municipality, International Folk Festival NUNTA ZAMFIREI, International Brass Band Festival, NOSA Traditions Fest	permanent	115,000.00
		Attracting and organizing national and international cultural events: symposiums, conferences, exhibitions, film fest etc.	permanent	11,000.00
	Support and attraction of specialists in this field	Stimulating culture providers to preserve, develop and promote the cultural and artistic variety through various facilities granted.	permanent	25,000.00
	Rehabilitation of youth infrastructure in Bistrita Municipality.	Rehabilitation of sports facilities in the Municipality's neighbourhoods.	2015	120,000.00
Rehabilitation and upgrade of the Youth Sports Center – 18 Liviu Rebreanu street.		2017	600,000.00	
Setting new sports facilities in Bistrita Municipality.		Building multifunctional sport facilities in the aggregated localities.	2016	1,200,000.00
		Building new motocross tracks –FRM homologation – Cighir Hill		100,000.00



## Local development strategy of Bistrița Municipality for 2010-2030

V.9 YOUTH AND SPORTS		Building a „TinCamp” – youth center /camp (including bedrooms and cafeteria; Conference and projection rooms, classrooms, spectacle room, creation workshops, etc.; Multifunctional playfield, rooms fitted for thematic camps; research and information center with media/toy and leisure/reading rooms; „NGOs’ House” – area exclusively designed for interaction and elaboration of joint programmes developed by all youth NGOs in the municipality; Municipal Informal Education Center; Psychological Counselling Rooms for youth; Camp location: Wonderland)	2018	4,500,000
	Developing youth leisure programmes.	Setting an area for practicing the new sports for youth (roller skating, biking, street basketball, etc.).	2015	115,000.00
	Supporting performance sports activities in Bistrita Municipality.	Supporting the sports activity of “Gloria 1922 Football Club” Association of Bistrita	permanent	450,000.00
		Supporting the sports activity of the Women and Men handball teams of the Municipal Sports Club.	permanent	95,000.00
		Supporting the sports activities of the national bodies in Bistrita (Tennis, weight lifting, gym, etc.).	permanent	185,000.00
	Organization of sports events	Organization of important sports events: “Siebenburgen Sports Games”, with the participation of sportspeople from the 7 cities and twin cities	2013	200,000.00
		Creating school and neighbourhood championships.	2013	200,000.00
		Attraction of European and World competitions in the Municipality to promote sports locally and as instruments for local economic development.	2019	230,000.00
	Support and attraction of specialists in this field.	Rewarding performance sportspeople to keep them in the community (e.g. construction of a business apartment building for active and valuable sportspeople of the municipality).	2019	460,000.00
	Promoting	Building a virtual sports platform to increase the visibility	2014	45,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

	Sports Clubs and NGOs.	of and to enable the sports clubs and NGOs to present their services and the events calendar.		
			TOTAL	<b>46,297,900</b>

### 6. ADMINISTRATIVE CAPACITY

Sector	Programme	Project	Term	Estimated value –Eur
VI.1 HUMAN RESOURCES FROM PUBLIC ADMINISTRATI ON	Development of specialization courses modules	Training modules in the fields such as public procurement, ECDL, foreign languages, project development, auctions and project management, etc	2013	100,000.00
		Professional training for human resources by programmes designed to the continuous education of public servants, financed by structural funds;	ongoing / annual	50,000.00
	Internal organization	Improving the internal organization by adapting the Organization and Operation Rules to the requirements of the laws in force, compatible to the European administration laws;	2013	30,000.00
		Design of public management methods and tools, application of modern methods for document management and the specific laws, promotion of public-private partnerships in order to increase the financial resources assigned to priority fields.	2018	50,000.00
	Raising the public administration responsibility	Improving the performance measuring and reporting systems and routines, including the feedback mechanisms with regard to the public administration activity, also considering the civil society and the wide audience (citizens) opinion.	2020	200,000.00
		Training in performance measuring and reporting techniques, including in the design of performance indicators, monitoring and evaluation.	2017	150,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

		Training to improve the quality and frequency of reporting the performance of the central and local administration to the direct beneficiaries of public services and the groups of citizens.	2018	150,000.00
		Organization of seminars, conferences, awareness campaigns in order to provide information to the wide audience with regard to the public administration activity;	Ongoing	50,000.00
VI.2 IMPLEMENTING IT&C SOLUTIONS AT THE LOCAL PUBLIC ADMINISTRATION LEVEL	Computerization of public services	Implementing the integrated e-administration system at the City Hall level	2016	480,000.00
		Implementing the e-governance solution at municipality.	2019	1,600,000.00
		Implementation of the integrated e-health system at the municipality level	2020	150,000.00
		Evaluation of technical performance of the existing equipment and procurement of high performance IT equipment;	ongoing / annual	30,000.00
		Procurement of specific software for administration activities;	Ongoing	250,000.00
		Ensuring the continuous education of public servants, mainly focusing on the ECDL certification	Ongoing	150,000.00
		Attracting European funds for computerization, preparing projects for the participation in project auctions.	Ongoing/ annual	50,000.00
VI.3. REFERENCE DOCUMENTS FOR THE COMMUNITY	Designing/updating the strategic and urban planning documents	Designing/updating the local/sector and microregional/peripheral development strategies	2012-2030	250,000.00
		Designing/updating/application of Strategies, PUG, PUZ, including at the level of component localities.	2012	850,000.00
		Strengthening the public private partnership mechanisms	2013	10,000.00
		Setting up a dialogue forum to strengthen the cooperation between the private sector and the public administration	2014	10,000.00
	Support for the sector decentralization process of	Training for the public servants working in the local public administration, mainly those in the education sector (including the local authorities representatives in the schools management boards), and in the healthcare sector to	Ongoing	50,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

	services	efficiently implement the new decentralized services;		
<b>VI.4 THE PUBLIC ADMINISTRATI ON IN RELATION WITH THE CITIZENS</b>	Improving the quality of service with a major impact on the citizens	Optimizing the operation of the customer service department;	ongoing/ annual	10,000.00
		Fighting bureaucracy in the customer service activity;	ongoing/ annual	10,000.00
		Training the customer service department personnel in the field of communication and public relations.	ongoing/ annual	15,000.00
		Public consulting and debate of strategic projects related to: urban development, infrastructure investments, social and cultural institutions, environment protection;	ongoing/ annual	5,000.00
		Using the fiscal lever to attract investors that may raise the local budget revenue;	ongoing/ annual	50,000.00
		Promoting the investments, exports, business opportunities, local development facilities by: conferences, fairs and exhibits, sister cities, attracting foreign diplomatic and commercial offices, providing lands with industrial and residential infrastructure in place, application of encouraging taxes, fees and prices	ongoing/ annual	45,000.00
		Setting up a modern citizen information and counselling center	2018	500,000.00
		Setting up information points for citizens, electronic display, info kiosks and street displays	2018	250,000.00
		Promoting the citizen engagement strategies in the design and making of public decisions;	2025	12,000.00
	Setting up neighbourhood clubs, neighbourhood councils, tax and fees collection points, business incubators to transform the decommissioned heating points	2030	250,000.00	
	Raising the transparency, information and involvement	Setting up the single payment window	2016	60,000.00
		Setting up the Citizen Consultation Commissions	2024	30,000.00
		Organizing public debates for the consultation of citizens with regard to draft legislative acts	ongoing/ annual	30,000.00

## Local development strategy of Bistrița Municipality for 2010-2030

	level of citizens in the decision-making process	Establishing and developing partnership relations with universities and research institutions, mainly those with relevant activity to the administrative field, and applying the products and technologies provided by these research and innovation units that prove to be relevant to the activity developed by the local authorities.	2013	25,000.00
	Making public services efficient	Design and adoption of quality standards	2018	35,000.00
		Design of a code of conduct for public servants	2018	1,000.00
		Improving the decision-making process at political and administrative level	2018	15,000.00
	Improving the service delivery quality and efficiency	Using electronic mechanisms, for example, internet portals and databases	Ongoing/ annual	30,000.00
		Production of an electronic archive of information and documents within Bistrița City Hall, in order to simplify the information flow and to reduce the operational costs	2014	500,000.00
<b>TOTAL</b>				<b>6,433,000</b>

## Local development strategy of Bistrița Municipality for 2010-2030

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### V. MONITORING OF STRATEGY APPLICATION

In order to ensure the successful application of the strategy, by fulfilling the established priority projects and therefore by supporting the operational objectives in order to achieve the overall objectives, there have been identified activities to be carried on short, medium and long term, by specifying the institutions in charge.

The Local Development Strategy of Bistrița Municipality for 2010-2030 was approved in the meeting of the Local Council on 15.12.2011 by LCD 208/15.12.2011.

The application of the Local Development Strategy of Bistrița Municipality shall be performed by the departments and services of Bistrița City Hall, according to the responsibilities established by the Mayor of Bistrița Municipality Order.

The Local Development Strategy of Bistrița Municipality shall be monitored and updated by a commission specially appointed to this end by the Mayor of Bistrița Municipality Order, that could also benefit from the support of specialized external consultants.

Supporting the strategy operational objectives, in order to achieve its overall objective is possible only by using significant human, financial and time resources, necessary to execute the projects proposed in the priority projects portfolio and by the application of the needed measures.

**The human resources** necessary to the successful application of the strategy are already prepared by the successful implementation of various projects, experience exchanges, expertise and know how infusion and absorption due to the municipality interest in developing the technical, administrative and institutional capacity of the City Hall in order to ensure sustainable interventions.

**The time resources** have been calculated in order to ensure the continuity of the same development direction for a period of time long enough so that the added value of the first results would represent the premises for the achievement of the future results.

**The financial resources** shall be provided not only from the local and central budgets, but also by attracting private sources, and by attracting European funds or other available sources.

During the monitoring and evaluation process of the Local Development Strategy of Bistrița Municipality, there shall be envisaged both the achievement of quantity indicators and quality indicators.

**The monitoring and evaluation quantity indicators** of the investments performed by the strategy have been identified for each project and are specified in the detailed document attached to the strategy.

## Local development strategy of Bistrița Municipality for 2010-2030

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**The monitoring and evaluation quality indicators** refer to: **raising the individual welfare, protecting the minimal welfare, maximizing the net welfare** (total benefits – total costs) **and minimizing the redistributed welfare** (inequalities reduction), **considering that development is not goal itself, but it envisages the improvement of the social conditions for individuals and community.**

In this abstract we present in brief the **monitoring and evaluation quality indicators** of the investments performed by the strategy, i.e.:

- **Real income / inhabitant** (nominal income weighted by the purchasing power indicator);
- **Growth of occupied population with academic education**
- **Population occupation rate growth**
- **Turnover growth**
- **Tourists number growth**
- **Percentage growth of the tourist sector compared to the municipality turnover**
- **Cost/Benefit ratio** (unit cost, net benefit, discount, etc.) for each operational objective of the strategy;
- **Cost/Efficacy analysis** (cost-efficacy of two or several alternatives is represented by the expenditure on the goods or services unit, or the unit cost) for each operational objective of the strategy;
- **Gini index** (of inequalities);
- **Insourcing level of production costs** (the payment from the budget and/or from the attracted sources of a part of the public services cost, of a major social impact, so that the price of public services would be more easily affordable, mostly by the disadvantaged people)
- **Public benefit** (for the public enterprises, companies and societies within the local economy and administration).