



INT-HERIT

IMPLEMENTATION NETWORK OF HERITAGE STRATEGIES IN SMALL
AND MEDIUM- SIZED EUROPEAN CITIES

PEER REVIEW REPORT

Alba Iulia Princely Palace and Citadel



1. Peer Review Methodology

Within the frames of INT-HERIT project there will be organized Peer Reviews aiming to review the site visits performed during the transnational meetings. Outputs and conclusions will be derived to present in benchmarking format the Peer Reviews will help all partners to learn with each other. It will result in useful recommendations that will act as inputs for the project deliverables.

1.1. The Peer Review Process

Peer review is the evaluation of a task, a project, a policy by one or more people of similar competence to the producers of the task/project/policy (peers). It constitutes a form of self-regulation and self-assessment by qualified members of a profession within the relevant field. Peer review approaches are employed to maintain standards of quality, improve performance, and provide credibility.

The European Union has been using peer review in the 'Open Method of Co-ordination' of policies in the fields of active labour market policy since 1999. A peer review is a process where dedicated representatives exchange information and experiences on a specific topic for an effective policy or practice. The Peer Review process comprises a range of presentations and interactive working groups there are included visits to local sites where the policy can be seen in operation.

1.2. Peer Review Implementation

- Peer review will be organized after each site visit in all transnational meetings;
- An open innovation approach will be followed in the peer review process. That means peers as well as interviewers (host city) are put together in round tables to review the site:
- A good preparation of the “host city representative” taking part in the review is essential to ensure an effective and fruitful peer review;

- The LG should be invited for the peer review
- Presentation about the site to kick the peer review session (in attachment).
- Site visit - Visit of the Princely Palace and Citadel site;
- Some lessons learnt from previous peer review sessions have been taken into account:
 - make sure that partner members do not 'stick' together
 - give more data in order to frame the discussion
 - present a clear view on the scope and required deliverables to ensure a focused discussion
 - ensure that more representatives of the hosting city do participate
- 3 round tables were organized under the following themes:
 - Group 1: Princely Palace Rehabilitation;
 - Group 2: Integrated vision, governance and business model for all Citadel
 - Group 3: Creative uses for vacant spaces in Citadel
- The participants were free to select the group to join, however, in each group no more than one representative of a city should participate
- The peer review session had a duration of 1 hour and 15 minutes;
- In the end of the session, the host city representative makes a 5 minutes presentation about the work developed in each table;

2. The Site – Princely Palace and Citadel

Partner	Princely Palace and Citadel
	<p>Princely Palace</p> <p>Situated on the location of the former Episcopal Palace and the Prepositure and including some elements of these buildings, the palace of the Transylvanian princes was built in successive phases, starting with the middle of the 14th century. During the next century, the palace extended to a maximum by organizing different wings around three inner courtyards. After 1541, the former Episcopal palace became the residence of Queen Isabella and Prince John Sigismund. They only had the necessary repair works done in order to fulfill its new role and only after the secularization of church estates (1556) the building became a princely palace in the true sense of the word. Sigismund Bathory (1581-1602) brings vast alterations to the ensemble: he closed the middle courtyard by adding laterals to the South and the North and in order to perform these works, he brought masters from Italy and Poland.</p> <p>The buildings receive different uses under the Habsburgs: the Eastern part became a barrack, and the West wing transformed into the rehabilitated residence of the Roman-Catholic Episcopacy. The 91st Infantry Regiment settles here on January 15, 1919, the barracks receiving the name of King Ferdinand I.</p>

The building still presents numerous architectural details representative for the Transylvanian Renaissance: gateways, frames, gables, archways.

Project Data

Estimated Budget: EUR 4.6 million

Implementation: 67 months (5 years)

Target: Increase visits from 2k to 20k tourists (x10)

Objective: From isolation to a people-centred site

Description: <http://albaiuliaqr.ro/transylvanias-princely-palace/?lang=en>

Video: <https://www.youtube.com/watch?v=9zCtCk52olw>



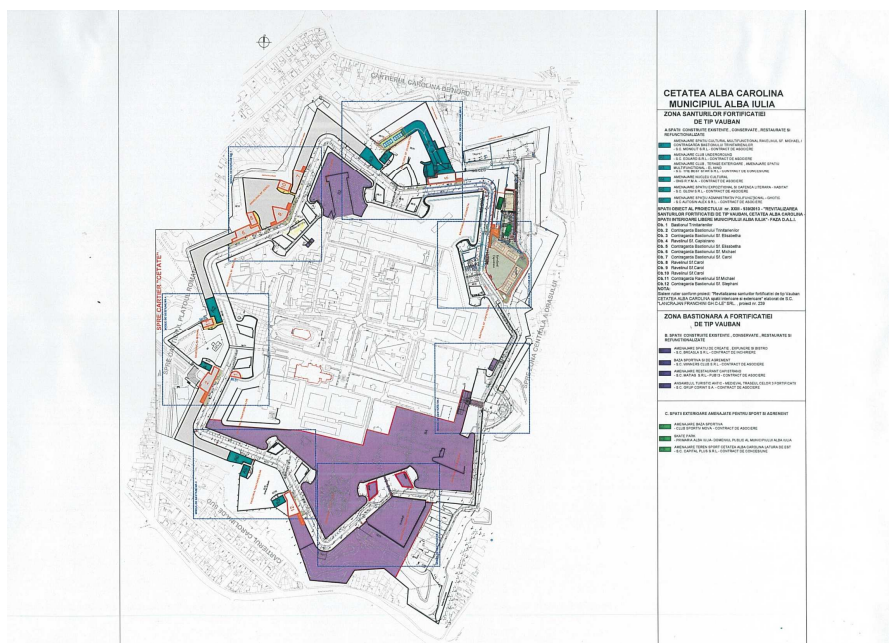
Citadel

The Alba Iulia bastion fortification is the largest fortress in Romania, which has been standing for more than 300 years. The fortress is the place where you can travel over two millennia back in time, strolling, among vestiges of three fortifications, dating back to as many different epochs. In other words, every fortress built here has embraced a previous one: the Roman castrum, the medieval fortress and the Alba Carolina Citadel.

The foundation stone of the citadel was laid on 4 November 1715 and it is generally believed that the year of completion was 1738, although other works followed in the years to come.

The latter was erected in Alba Iulia at the beginning of the eighteenth century. The first project of the fortification was drawn up by the Italian architect Giovanni Morando Visconti, who headed the first phase of the works. The architect died of plague and was buried in the Roman Catholic Cathedral in Alba Iulia.

The Alba Carolina Citadel has seen spectacular transformations in recent years, becoming more and more visible on Europe’s tourist map. The restoration works (co-financed by European funds) have also taken into account to valorize its exceptional cultural heritage. Now the citadel is an open air stage for cultural festivals and concerts held by famous orchestra top Romanian and foreign artists.



3. Peer Review Session

The peer review session was organized with 3 working groups:

➤ **Group 1: Princely Palace Rehabilitation;**

○ Inputs for discussion:

- How to involve citizens in the rehabilitation?
- What's the best public/private use for the palace?
- How should be marketing?
- How should be integrated with citadel?
- How to manage such complex rehabilitation?
- More than building rehabilitation? Clothes, gastronomy, cultural traditions, small stories,...., rehabilitation?



➤ **Group 2: Integrated vision, governance and business model for all Citadel**

- Inputs for discussion:
 - Who should be involved?
 - Who should lead?
 - How citizens can take part?
 - Operational framework?
 - What business model for sustainability for maintenance and operation?
 - What kind of profitable activities should be stimulated?
 - Which conflicts/barriers could occur?
 - UNESCO recognition: what is missing? What should be done?



➤ **Group 3: Creative uses for vacant spaces in Citadel**

○ Inputs for discussion:

- How to involve citizens in the restoration process?
- What's the best public use of the building (private business; public services; social services; cultural activities)?
- Suggestions for a sustainable management model (economic sustainability; environmental sustainable)?
- How should be marketing?
- How to create impact in the quality of life?
- How to attract the ones that are not coming?
- How to reinforce the Citadel identity
- What should not, in any case, come to Citadel?



4. Peer Review Output

➤ **Group 1: Princely Palace Rehabilitation;**

- Library into citadel
- Citadel is not exclusive for tourist so don't make it only for them
- Lack of car parking
- Limit the access of cars to some spaces at the citadel
- Invest in the palace step by step – avoid overwhelming projects
- Priority 1 is inner walls, priority 2 is ditches on the long term
- Focus on attracting children to the Citadel
- Make a good selection of the uses – integrate the citadel on one vision and avoid spaces that do not fit in the vision – for example the psychiatry clinic
- Long term plan for the relation between citadel and the surrounding area of the city – avoid draining everything from the city to the citadel
- Residential project into the citadel
- Link students + tourists + inhabitants
- Market into the citadel – local products
- Bring shop of local products into citadel
- Municipal administration into de citadel – for example the culture department

➤ **Group 2: Integrated vision, governance and business model for all Citadel**

- Unesco can limit sometimes but it offers many resources

- Create annual events (classic music event; barocan music event; no only for locals but focus on tourism)
- Citizens for ideas and interest but not for taking decisions
- 1st municipality; 2nd associations (public + private); 3rd chambers of commerce and local banks
- Open market inside citadel charging taxes – every so often!
- Medieval market
- Struggle for government support – invite them for a visit and look for the support of the ministry of culture
- PPPs – invitation to winery's from Transylvanian to organize a taste wine only buying the glass
- Two churches inside the citadel from different religions next to each other is unique
- Look into the old application and see if it is updated.
- Look for the unique element of the citadel – the citadel is now completely different from the application time
- Involve more the university students in the managing side of the citadel new association
- Unesco recognition is a must – it can bring financial resources and ideas
- Not only catholic and orthodoxy religions but also in the past were more – a place with history
- School Olympics medieval games – primary school – secondary school

➤ **Group 3: Creative uses for vacant spaces in Citadel**

- Develop a city pass for tourists
- More access points – mobility inside citadel, at any time and hour – payed by the business inside citadel – win win situation
- To increase the co-creation with NGO's like creative, cultural
- Provide financial instruments, legal support or other kind of alliances to facilitate the investment and management
- Facilitating and promoting social involvement trough creative funding strategies – PPP investment and governance
- A more opened vision about cultural sector, not only, creative sector but trying to attract cultural
- Cultural activities what about cinema and theater, dance... other arts... in a multi-functional flexible cultural citadel hall
- Art school, library music, cultural associations, cooking, professional school, construction and rehabilitation space for festivals, gastronomy, co-working space
- No McDonalds – no big brands – shooping centres - no global shops – exploit traditions
- School of crafts and school of builders, conservation workshops - Students restoration workshops
- Involvement of the university and students for the co-planning of the use of spaces
- Squared spaces, co-working for creative people – they can create together develop - Pop up store for creative people start-ups – events test new products (innovative and sustainable)

5. Main Findings

The Main Findings intends to highlight the strong ideas developed during the peer review activity and should be used as a working document for the city local group. The outcomes of the 3 working groups are presented below accordingly to the 5 project dimensions, namely:

Culture4Development:

MF1: More integration between Citadel and the city - *“Make a good selection of the uses – integrate the citadel on one vision and avoid spaces that do not fit in the vision”; “Long term plan for the relation between citadel and the surrounding area of the city – avoid draining everything from the city to the citadel”; “A more opened vision about cultural sector, not only, creative sector but trying to attract cultural”* - Citadel is the attractions in which all kinds of technical and cultural investments are put for years and it gives to the Citadel an economical and touristic value. This attraction should work also to open opportunities to business, restoration, accommodations, shops, etc, in the surroundings of the Citadel. A clear plan about what kind of business and activities should be inside or outside the Citadel should be developed and communicated by policymakers to business and citizens of Alba Iulia.

MF2: Raise attraction - *“Create annual events (classic music event; barocan music event; no only for locals but focus on tourism”; “Medieval market”; “Two churches inside the citadel from different religions next to each other is unique”; “Library into citadel”* - Building a good image of Citadel to make it “more” unique for visitor is a vital condition to raise attraction. The image may be created by taking advantage of local culture and values’ promotion or by organizing festivals and special events. There are various festivals and events held every year somewhere in the world, it’s important to identify the kind of events that provide a unique image to Citadel. The impact of festivals on the strategic development of cities and the importance gained by urban areas after organizing these events is well recognized by policymakers.

Culture4Engagement:

MF3: Engage the ones that can “really” promote the change: *“Citadel is not exclusive for tourist so don’t make it only for them”; “Focus on attracting children to the Citadel”; “Link students + tourists + inhabitants”; “Citizens for ideas and interest but not for taking decisions”; “Involve more the university students in the managing side of the citadel new association”; “To increase the co-creation with NGO’s like creative, cultural”* – there are a feeling that opening the discussion to a wider group of citizens will not bring added value to the Citadel. This feeling is supported by previous experiences that lead to lack of time and resources. The problem my lay on the consultation process and on the group invited to participate. The Alba Iulia Int-Herit Local Group is a good basis to bring the “right” stakeholders to the discussion and make them feel that they will have a role in the transformation in progress. Bring the unusual suspects (students, NGOs, children, people from arts and sports, etc) that should be involved to increase multidisciplinary and diversity in the project. It is important to create a sense of community on the site, because you will have a lot of people living, working, on the site.

Culture4Value:

MF4: PPPs for development: *“Residential project into the citadel”; “Market into the citadel – local products”; “Bring shop of local products into citadel”; “Open market inside citadel charging taxes – every so often!”; “PPPs – invitation to winery’s from Transylvanian to organize a taste wine only buying the glass”; “Provide financial instruments, legal support or other kind of alliances to facilitate the investment and management”; “Facilitating and promoting social involvement trough creative funding strategies – PPP investment and governance”*: Citadel offers a great and unexplored potential for partnerships with private investors and business. There good examples already in place but more creative partnership can be established. A PPP guide for Citadel, with all the obligations and rights of private and public stakeholders should be developed.

MF5 – Mobility inside the Citadel: *“Lack of car parking”; “Limit the access of cars to some spaces at the citadel”; “More access points – mobility inside citadel, at any time and hour – payed by the business inside citadel – win win situation”;* - mobility for people, goods and equipment’s is needed inside Citadel to stimulate more business. However, the mobility should be environmental friendly and not based on cars. A mobility plan for the Citadel should be developed.

MF6 - Continue the great work in city branding: *“Develop a city pass for tourists”; “Cultural activities what about cinema and theater, dance... other arts... in a multi-functional flexible cultural citadel hall”* - Alba Iulia has a long-term brand positioning strategy. Strong with a rich history and a complex inheritance (a citadel, historic sites and medieval library) that were left to ruins, Alba Iulia built an integrated branding approach, directly linked with the city’s strategic planning process. This good work should continue!!

Culture4Measures:

MF7 – Do not consume all resources at once: *“Invest in the palace step by step – avoid overwhelming projects”; “Priority 1 is inner walls, priority 2 is ditches on the long term”; “Make a good selection of the uses – integrate the citadel on one vision and avoid spaces that do not fit in the vision”; “Provide financial instruments, legal support or other kind of alliances to facilitate the investment and management”; “Facilitating and promoting social involvement through creative funding strategies – PPP investment and governance”*– The Citadel is a big project with impact on several generations. It’s important to keep the Citadel development sustainable for the city and to avoid a drainage of all human and financial resources for the Citadel. Define priorities, resources and a time frame for the present and future developments on the Citadel. New, creative and profitable uses for the site should be considered in the business model.

Culture4Policies:

MF8: Political support for the Unesco recognition: *“Municipal administration into de citadel – for example the culture department”; “Unesco can limit sometimes but it offers many resources”; “Struggle for government support – invite them for a visit and look for the support of the ministry of culture”; “Unesco recognition is a must – it can bring financial resources and ideas”;* - There are several benefits for Unesco world heritage, like:

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

It should be consider the submission of a new application with more political support at national level.