

Mayor's Office Covasna

**LOCAL AND TOURISM DEVELOPMENT
STRATEGY OF COVASNA**



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„LOCAL AND TOURISM DEVELOPMENT STRATEGY OF COVASNA”

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1. INTRODUCTION

1.1. Thank You

We would like to thank the Mayor's Office of Covasna for according us all the necessary support to plan this strategy, for disposing all the existent and available material about the locality, for helping us organize and carry out the fieldwork and, last, but not the least, for all the innovative ideas, proposals and information they shared with us.

Also, we would like to thank those inhabitants of Covasna who gave us the time for carrying out the interviews which served as a basis for planning the strategy. All of the persons contacted were very helpful and supported us with their descriptions and views about the topics in focus.

1.2. Reasons and Objectives of Elaborating a Development Strategy

After the political and social changes in 1989 and 1990 Romania experienced a period of transition characterized by a number of conflicts and initiatives, opportunities and losses. After this period of changes and transitions a more stable period started both from the economic and the social points of view. This period is characterized by much more positive results and indicators, the decrease of unemployment, the increase of foreign investments and of economic performance, the finalization of privatization and many other positive changes. All these positive results led to the development of the whole Romanian society within a more complex and more elevated system joined in the first years of the new millennium: the European Union and the NATO.

All these structures, and mainly the EU, open the gate for a whole range of new possibilities for the nation and, in addition, show concrete direction for economic and social development of the ex-socialist country. All of these forms and directions of development,

already accepted by other countries of the Occident, are based on stability and calculability and, as a result, the majority of the development and progress options can be planned. For this, the EU asks all the territorial units which have administrative, development or economic functions to express their long term vision and option of progress within a well structured and clear strategic plan.

The planning and programming documents should be produced by the local, regional and central authorities in order to maintain a predictable and transparent utilization of the funds allocated from the common budget and manifested in the Structural and Cohesion Funds.

Strategies should be elaborated by a maximum consideration of basic principles and tools used by the EU as complementary to the components of the autochthon regional institutional systems (that is, by the collaboration of Regional Development Council and the Regional Development Agencies).

All in all, elaborating a strategy is justified by a number of reasons.

First of all we are dealing with a local necessity that derives from the projecting and planning process of all the developments and which could eliminate the political subordination of these directions, of the speed of implementing social and economic objectives and the of the conception of these developments, in general.

Secondly, it proves to be very efficient both in identifying problems and local possibilities and in operationalizing opportunities. Also, it is practical to compact all these ideas in one document that is elaborated by specialists in territorial and economic development who are not from the city but from the neighbouring cities and so they are insiders. The success of the strategy depends on the proficiency level of its elaboration, whether it is planned by insiders or outsiders who are used to overcoming the local day to day challenges. We consider that our group is able to formulate a realistic and normative strategy only in case it is possible to consult continuously and fundamentally the local professional staff who is familiar with the specialties of the region since s/he is, preferably, a local insider.

Thirdly, when elaborating a strategy it is incontestable that its role gravities within the local communication system between the different local categories and segments, the local people, entrepreneurs, the employees of local administration and the non-governmental organizations. This implies that it is made public and that all the possible proposals and

projects named in this document are transparent for all the local categories involved in the system either by being a source or by being an interested outcome.

Last, but not the least, the strategy is a way of external communication. Besides the fact that a modern development strategy can make the development directions of the community known by identifying its component objectives and programs, the strategy is also a promotional document which is meant to prove for all the interested segments that the locality and the local administration, mainly, has concrete, solid and well determined intentions regarding the future 15-20 years of the locality. The external categories of the locality may be diverse: central and county administrative forces, entrepreneurs who aim to start business in Covasna.

All in all, we recommend that this strategy, after being adopted by the Local City Council of Covasna, should be made public as printed material (short versions or the whole version, extra cost) and as electronic material, too first of all as downloadable document from the official website of the city Council (www.kovaszna.ro).

1.3. Elaboration Process of the Long Term Development Plan of Covasna

The document which was meant to describe the development process of the locality and which today we called *strategy*, was an unknown thing in the socialist times under this name. Covasna's local administration forces asked for satisfying this necessity of modernizing the local life in 2005 and started to collect the document necessary for it last year.

Our company participated in the licit procedure in May (organized by the local administration forces) and won the competition. As a result, it has initiated organizing and elaborating the strategy in June.

In the first part of projecting we focused on collecting all the necessary information. After this analyses took place and, in addition, there were a series of previous preparations that needed to be done including fieldwork, visiting and mapping the different parts of the city,

taking photos of certain elements and objectives and identifying the main structures and the main infrastructure. In addition, we have read all the available documents written on this topic in the last ten years: urbanization plans, tourist guides, geographical maps etc. We have also consulted the planning documents that were elaborated in the previous years: an opportunity study regarding the tourist arrangement of the locality, elaborated by INCDT (2002), The General Urbanism Plan in 1997 and a marketing study of the resort elaborated in 2007 by INCDT, Bucharest. After consulting these materials we started to ask for the liberations of statistical data from special agencies: County Statistical Centre of Covasna, General Public Finance Centre, Covasna Administration, National Authority of Handicapped Persons.

In July and August, on the basis of the available information, we elaborated those chapters which refer to the present situation of the locality. It was necessary for us to go to the field in order to complete and actualize all the available information.

Before finalizing this phase of our work and with the aim of having a starting point for the next phase (planning the future image of the city, identifying the main development axes, the specific and the strategic objectives) we consulted the public since we consider this activity one of the main elements of elaborating such a project.

Naturally, the strategy of a city is not a questionnaire meant for finding out and reflecting people's opinion but for seeing the views and ideas of professionals of the public sphere and mainly of those persons who have a clear vision of the future development of the city. There might be several hundreds of such persons in Covasna, but for now it was enough for us to contact only a few of them.

On the basis of two criteria (how long s/he has been staying in Covasna and occupation- as diverse as possible) and by the support of the Mayor's Office, we made 24 interviews, all very substantial and some of many hours in length.

These interviews and the interpreted data indicated the main development directions that the resort city should follow: first of all tourism, mainly balnear tourism, the branches that may

serves as basis of its development like alimentary, textile and wood exploitation industry and last, but of the same importance, agriculture (details: see in the following subchapter).

After this we prepared the table that contains the spinal column of the strategy, the long term mission and vision of the strategy, the strategic objectives that sustain this mission and which need to be fulfilled so as to reach the vision, the major development axis which define the development directions and the operative objectives that contribute to implementation of these axes and a set of concrete programmes and measures which will determine the success of the development axes and the measure of reaching the strategic objectives of the future Covasna. This table and its component details were discussed with the executive team of Covasna Mayor's Office. Aims, ideas and plans were fitted as they were considered to be the main actors of applying these perspectives.

In the last part of our work we went to field again so as to identify all the existent locations that could serve as place for certain development works and units. On the basis of these inspections we checked all the projects and made a presentation scheme for them.

As such, in the last chapter we demonstrate the possible connections between the existent plans and development strategies elaborated by county or national administration forces so as to reach all the planning levels that could have any importance for Covasna's tourism like the National Development Plan 2007-2013, Regional Operative Programme, National Strategy for Balnear Tourism and many others.

To conclude, we have viewed some of the points that might be important in implementing the development according to the strategy and in the ex-post analyses, that is, in the permanent monitoring of all the results and reached objectives in the following 15 years.

1.4. Project team

Our team from Miercurea Ciuc includes the following specialists:

Benedek Nagy – the manager of the project, specialist in regional and tourism development and regional marketing. He graduated the Academy of Economics in

Bucharest and at the moment he is doing his PhD studies at University of Pécs, Hungary in the International Business Administration PhD program. He is associate educator of the University of Sapientia, Miercurea Ciuc.

Alpár Horváth – specialist in regional and tourism development. He graduated the Babeş-Bolyai University in Cluj, Department of Geography and he is a PhD student at the University of Pécs, Hungary in the academic field of regional development. He is associate educator of the Babeş-Bolyai University in Gheorgheni.

Zoltán Pál – specialist in geography and hydrology. He graduated the Babeş-Bolyai University in Cluj, Department of Geography and he is a PhD student at the University of Debrecen. He is associate educator of the Babeş-Bolyai University in Gheorgheni.

József Kánya – specialist in rural development. He graduated the University of Pécs as history teacher. He did his MBA in economy studies at the University of Pécs, Hungary. He is educator of the University of Sapientia, Miercurea Ciuc.

Károly Szabó – specialist in financial studies and sociology. He graduated the University of Sapientia, Miercurea Ciuc. He is consultancy specialist in European and national financial application forms.

Árpád Miklós – specialist in economy and finance. He graduated the University of Sapientia, Miercurea Ciuc. He is consultancy specialist in business plan and projecting elaboration.

Besides the project team we collaborated with several construction companies from Miercurea Ciuc and from Hungary, with consultancy companies in banking and financial problems, research institutes in social and economic fields and translation offices from the country. Last, but not the least, we collaborated with the specialists of our mother company

from Budapest, Hungary, AQUAPROFIT S.A., which is considered to be the most reliable and popular company in consultancy works, balnear and tourism projecting in Hungary.

1.5. The Content of the Strategy

1.5.1. Situation Analyses

The population of Covasna has decreased in the last 15 years with 5,8%. However, the main problem is that of the demographic aging. Considering internal migration we can notice that des-urbanization is much more accentuated than the urbanization process. The rate of active civil population had a – 3,8% decrease.

Within the different sectors of economy processing industry, constructions, hotels and restaurants, transactions, financial intermediations had gone through some development. In contrast, in agricultural and extractive industry and in the health and education sector accentuated decrease took place.

In the country most of the companies are engaged in repairing cars, motorcycles and personal and household goods. The medium of economic productivity is 28% below the national medium and with 11% lower than the regional medium.

In Covasna the tourist resources on which tourist activities could be based on are the natural therapeutic factors like mineral waters, mofettes and the bioclimate.

Communal infrastructure: from the point of view of housing availabilities the population of Covasna is in a good situation both concerning the medium surface of housing locations and the medium surface of housing surface per person. Housing availabilities had increased to 4520 in 2005. Drinking water supply is problematic in certain regions of the city. The length of drinking water supply system is of 41,3 km which covers about 80% of the inhabitants of the city. About 76% of the houses is connected to the canalization system. The energy system covers 100% of the city. The central heating system is existent but it is not functioning for ten years. The gas distribution system had a significant increase in the last

few years. The waste collection system and platform of Covasna does not correspond the norms of the European Union.

Transport infrastructure includes a national road (DN 13E) and two county roads. The roads of the city are asphalted only in 50%. The city is connected to the major railway system by the secondary non-electrified railway line Sf. Gheorghe - Covasna – Brețcu.

The telecommunication infrastructure is satisfactory. There are two fix telephone systems, 4 mobile phone systems and 4 internet service centers.

There are many recreational possibilities in Covasna, which, however, should be developed from the qualitative point of view. In Covasna the health and education infrastructure is well developed with several systems that serve the necessities of a city with 11 thousand inhabitants.

The tourist infrastructure is the most developed but the absence of maintenance investments can be detected in the city. Accommodation and alimentation units need to be modernized.

Commercial functions are well represented, there are several types of shops which offer services to the population. But there is absence of units with tourist services.

From the point of view of cultural institutions, cultural organizations and cultural life are absent; there is no theater, no gallery, no classical or modern music band.

Social assistance service is included in the profile of many institutions which have social canteens, center for elderly people, rehabilitation and recreation centers for adults and for persons with handicap, kindergartens, schools, vocational schools, re-training centers which, as a result of financial insufficiency, need to limit their activity.

The economic situation is determined mainly by tourist societies, by wood processing, transport, alimentary industry and light industry. Seemingly there is no agriculture. However, the aspect of the city indicates that there is some kind of agricultural activity in the city.

The economic and production industry may be the one that can attribute an advantageous position for the city within the regional, county and national economy system. Developing the local economy system would mean, first of all, to create and to support certain enterprises, certain economic activities, mainly private ones, to be competitive and durable. Besides developing the basic infrastructure one very important aspect of sustaining the local

economic system is to coordinate the relationship between education and training centers and the expectations of the labor force.

Local marketing: fortunately, Covasna is already well known on the tourism market. The popularization efforts of Covasna as a resort of health recreation have to be represented both by the local and the county forces. Covasna is represented both in tourist catalogues and on the internet as being a balnear resort. There is a bilingual website of the city. In 1999 a map was published that contained information about the address of certain companies, public institutions and tourist objectives.

Labor force and their structure: tourist activities represent 13% of the total amount of labor force from Covasna. Other relevant domains and activities: alimentary industry, processing industry, light industry, constructions, financial units (banking), transport and communication, commercial and public alimentary units, public administration and social assistance, education, a Silvicultural Center and two PECO gas stations.

Local recreational possibilities: the recreational function of Covasna can be considered to be very important due to its location in a beautiful natural environment, its natural resources which offer great recreational and distraction conditions both for the local population and for tourists.

Household waste: the city has a waste platform in Chiuruş. In 2004 the Regional Waste Management Plan for the Central Region has been finalized. The results of planning indicate that the communal ramps will be closed. The ramp from Chiuruş is due to close by 2009.

Drinking water supply system: in Covasna drinking water alimentation is insured by streams Bâsca Mare and Covasna, 24 km in total and with a debit of 92 l / s.

Canalization: the length of the canalization system is 20 kms; the number of inhabitants who are connected to the system is of 7000. That is, there are many inhabitants who let their waste water flow from the house directly in the river.

Green areas: there are insufficient green spaces in Covasna, for touristic and residential purposes, and even the existing ones are on the periphery of the town.

1.5.2. SWOT Analyses

After the detailed analyses of the situation SWOT analyses is the next important point which, by indicating the strengths and weaknesses of the system, shows us, on the one hand, the existent problems and resources and, on the other hand, by identifying the opportunities and threats suggests the development directions and the possible external dangers which might appear in the future:

Strengths	Weaknesses
<ul style="list-style-type: none"> - Natural resources: gas, mineral water, climate, air. - Environment with therapeutic effect - Favorable location for this type of tourism - Good image of the balnear life from the time of the Austro-Hungarian Monarchy, big hotels, Planul Încalinat. - Famous personalities of the zone - Strong Romanian ethnic community, their local identity - Landscape and the fragmentation of the relief - Cardiology hospital, treatments, professionals - Numerous treatment services and curing procedures - National resort status - A few alimentary industry enterprises - In the last few years unemployment rate has decreased - Relatively good telecommunication possibilities - A few big cities in the region: Planul Încalinat and minor spunky railway - Many accommodation places - Horse riding and fishing lake at the exit to Chiuruș 	<ul style="list-style-type: none"> - Polluted surface and underground waters - Qualitative problems of waste depositing - Absence of waste collection system - The problem of city and local roads - Absence of public toilets - Tourist and local functions are mixed - Absence of space for social and community purposes - Many vagabond dogs - City center aspect - Weakness of local urban administration and control - Insufficiency of alimentary units - Lack of other tourist and commercial infrastructure - Lack of tourist services - Insufficiency and absence of competitive education in tourism - Access: by road. - Clientele based on none single segment - Lack of local tourist office - Lack of service accommodation - Rural and agricultural character due to the presence of farms - Passivity and lack of interest of local population - Bad communication - Insufficient foreign language skills of the local population

Opportunities	Threats
<ul style="list-style-type: none"> - External financial background from European funds, structural funds - Balnear resorts' rehabilitation program - Residential statute of the Cardiology Hospital - Increase of third generation tourists on the national and international level - Increase in population number with health disorders - Relation with resorts from Hungary, Switzerland and Sweden - Attraction of the region included in the tourist sector - The use of carbon dioxide for therapeutic purposes - The development of cultural tourism in Seklerland - The growing demand for alternative tourist services - The construction of the airport from Braşov (Ghimbav) - Getting connected to the assurance system of EU countries and consolidating the national assurance system 	<ul style="list-style-type: none"> - Political problems - The treat of polluting mineral waters - Tension in the relation between ethnic Romanians and Hungarians - Collapse of health ticket system - Inconsistency of promoting national tourism and of Romanian brands - Loosing some excellent medical specialists - Demographic problems - Lack of tourism personnel - Global heat - Terrorist attacks

1.5.3. Future Image

Before projecting the concrete development directions it is necessary to create a long term future image of the resort. More to the point, there is a need for creating the future tourism image of Covasna, a branch which will determine the whole state of the city. In short, tourism from Covasna will not lose its therapeutic balnear character but it will add to it a new modern profile: wellness tourism. Besides the two forms of tourism, balnear and wellness, another supplementary branch should be added, cultural tourism as based on the three existent sources in the region. (Sekler, Saxons, etc). From the point of view of target

segments we concentrate on both forms of tourism in case of both national (slight segment-elderly people with substantial income and another segment of the population: families with little children, young families) and international segments (third generation people with considerable income from Austria, Russia, Germany, Israel, Hungary, Moldova).

Besides the qualitative criterions and the viewed market segments, quantitative criterions have to be considered, too. On the basis of the existent statistical data from Covasna and on the basis of our own experience we carried out tourist calculations which indicate that a number of 3000 accommodation places are necessary (with approximately 50% more than today) and about 700 000 overnight stays/year in order to have an optimal value of volume for distraction and wellness baths, which would be the main element of tourist attractions in Covasna. The baths will have about 350 000 entrances/year which is a significant, but not too exaggerated in comparison with the biggest baths from the world like those from Hungary (Hajduszoboszlo with two million of entrances/year and many others with between 0,5 to 1,5million entrances).

1.5.4. Strategic System of Development Objectives, Axes and Measures in Covasna

The strategic development of a location is an extremely complex preoccupation which presupposes an as comprehensive view about the local socio-economic necessities of the location as possible and the capacity of setting objectives which, once fulfilled ensure the continuous perpetuation and the local development.

Since the mission is to *develop the city through balnear tourism, to increase the life standards of the local population*, to regain the leading position on the national level in balnear tourism and to obtain a good image on the international tourism market, in cooperation with the representatives of the local administration forces and the representatives of the socio-economic life of Covasna, we set up the following general objectives as part of the development vision of Covasna: transforming Covasna to the most attractive and popular *balnear resort* in Romania engaged in health recuperation therapies and services by modern methods and diverse sources.

This objective may be fulfilled by the synergy of several development efforts of different domains. *General objectives* are made up of *specific objectives* which represent development directions represented by *axes*. Individual activities and projects make up *types or categories of projects, investment ideas*, which are part of a *measure* system that view the implementation of *operative objectives*. The hierarchy of objectives is the essence of strategic development which presupposes the existence of real and efficient partnership in the process of implementation (similar to the process of planning) between the local socio-economic actors and local public administration.

VISION	Transforming Covasna into the most attractive and popular Romanian balnear resort engaged in complex health recuperation treatments through modern and diverse resources				
MISSION	To develop the city through the development of health tourism, to increase the life standards of the population, to re-gain the first leading position on the national balnear tourism market and to obtain an international image on the health and tourism market				
STRATEGIC OBJECTIVES	<ul style="list-style-type: none"> • Development of Covasna on the economic and social level • Creating wellness tourism • The modernization and marketing of balnear tourism • Projecting the environment and the resources of the locality • Promoting a distinctive and specific image of Covasna resort 				
DEVELOPMENT AXE	1. Development of traffic, communal household infrastructure and environmental protection	2. Development of balnear tourism	3. Development of human resources	4. General socio-economic development	5. Local marketing
OPERATIONAL OBJECTIVES	<ul style="list-style-type: none"> • More efficient valorization of gas emanations and natural resources • Developing the waste water system • Developing drinking water system • Developing electricity system • Modern waste management system • Complex systematization of the locality (parks, market etc) 	<ul style="list-style-type: none"> • Increasing and diversifying accommodation and alimentation • Developing infrastructure for cultural programs • Stimulating the foundation of auxiliary tourist infrastructure • Founding and developing a local municipal bath • Developing the treatment services and all related 	<ul style="list-style-type: none"> • Training tourist specialist • Attracting cardiology and balnear doctors and professional therapists • Training medium medical personnel continuously in the location • Re-qualification of segments liberated from other domains (manufacturing industry) 	<ul style="list-style-type: none"> • Rationalizing and supporting the health sector • Attracting investors in industry (textile and alimentary industry) • Stimulating the partial transformation of wood exploitation industry for furniture industry • Developing alimentation , information, distraction and administration services. • Developing social life: culture, arts, local media 	<ul style="list-style-type: none"> • Projecting a complex marketing plan • Re-modeling the center of the city and communicating this through several channels • Protecting heritage • Creating brotherhood relation with other cities

<p>PROGRAMS AND MEASURES</p>	<p>1.1. Hydrology study for the identification of protected areas for mineral waters and moftettes</p> <p>1.2. Scientific research for application possibilities of gas emanations, mineral waters (including the composition of mineral waters).</p> <p>1.3. Finalizing the rehabilitation program of canalization and water treatment</p> <p>1.4. Extending and modernizing the drinking water system of the city</p> <p>1.5. Modernizing the drinking water catching system</p> <p>1.6. Stimulating a program for car traffic reduction in the city.</p> <p>1.7. Selective waste collection program, waste treatment system and center</p> <p>1.8. Repairing roads, alleys, parks and creating new green areas</p> <p>1.9. Elaborating the urban arrangement plan with regulations</p> <p>1.10. Elaborating a modern public domain administration system</p> <p>1.11. Preparing and implementing projects for an external traffic road to protect the city</p> <p>1.12. Public parking facilities</p>	<p>2.1. Attracting strategic investors for the city hotels</p> <p>2.2. Increasing the classification degree of certain curing hotels</p> <p>2.3. Stimulating the creation of new types of accommodation, like villas</p> <p>2.4. Founding project for a wellness and city pool</p> <p>2.5. Building restaurants, coffees and other spaces</p> <p>2.6. Coordination programs of treatment centers</p> <p>2.7. Alleys for walking</p> <p>2.8. Info points</p> <p>2.9. Tourist information center and center for organizing social and cultural events</p> <p>2.10. Museum of mineral waters</p> <p>2.11. Bowling field</p> <p>2.12. Mountain bike range</p> <p>2.13. City bike range</p> <p>2.14. Ski track in the Valley of Karácsony, and tourist development of this valley</p> <p>2.15. Re-building Árpád bath in the traditional style</p> <p>2.16. Urbanization plan of the Valley of Hankó</p> <p>2.17. Developing the memorial house of Kőrösi Csoma Sándor in Chiuruș</p> <p>2.18. Developing rural tourism in Chiuruș</p>	<p>3.1. Developing tourism education in the city: waters, cooks, receptionists, maidens</p> <p>3.2. Training and perfection program of medical staff in balneology and cardiology</p> <p>3.3. Insuring advantages for doctors, assistants, nutritionist and other specialist of the health domain who move into the city (price reduction for certain services, accommodation).</p> <p>3.4. Re-qualification of labor force of domains like wood cutting and exploitation</p> <p>3.5. Efficient usage of the working terrain used for wood manufacturing</p> <p>3.6. Preparing qualified workers for the textile industry</p>	<p>4.1. Increasing the quality of medical services (drinking cures, hot bath, medical gymnastics, homeopathy, consulting specialist)</p> <p>4.2. City clinic which will coordinate the communication between the cardiology hospital, treatment centers and the city hospital</p> <p>4.3. Attracting investors in the textile and alimentation industry, mainly for meat processing</p> <p>4.4. Project of re-launching the dioxide carbon factory</p> <p>4.5. Attracting companies engaged in construction material processing</p> <p>4.6. Population information office</p> <p>4.7. New green areas in all parts of the city</p> <p>4.8. City center arrangement programs</p> <p>4.9. reconstructing the streets, roads and the pavements, of the city</p> <p>4.10. Creating cultural programs for the population</p> <p>4.11. Creating a space for shows</p> <p>4.12. Public toilet in the center</p>	<p>5.1. Preparing the marketing plan of the location</p> <p>5.2. Axing on one specific characteristic</p> <p>5.3. Elaborating the symbol system of Covasna</p> <p>5.4. External communication programs</p> <p>5.5. Program for communication with the local population</p> <p>5.6. The functioning of monitor programs</p> <p>5.7. Rehabilitation of a building-symbol of the city but mainly, the rehabilitation of Planului Inclinat and of the spunky railway to Comandău</p> <p>5.8. Conceiving a systematization program with brotherhood cities and other resorts of the country</p> <p>5.9. Re-launching diplomatic and politic relations of local, central and county administration</p>
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1.5.5. The Last Chapter: Operative Planning

In the last chapter we will present the international and continental tourist tendencies of the world and we will evaluate its impact on Romanian tourism. After this we will evaluate economic and tourist strategies like the National Development Plan 2007-2013, Regional Operative Program as part of the National Regional Developmental Strategy, the Strategy of the National Tourism Authorities, the Strategy of Romanian Balnear Tourism (2006), Economic and Social development Program of Covasna County (2006), the Master Plan for Romanian National Tourism written by World Tourism Organization (2007) and we will summarize some of the main points of balnear tourism on the national and county level.

Then we will elaborate a complete inventory of each project, the development axe to which it belongs, the axes to which it may contribute, the short description of the project, the possible location of the project, the proposed executor and coordinator of the project, the estimate time frame of the project and the limit time frame of initialization, the necessary documents for getting started and the estimated budget of the project, possible external financial sources for the project.

The last chapter underlines the importance of monitoring the implication of the strategy. In order for this there is a need for local monitoring system (see chapter 5.6) as adapted to the types of interventions indicated by development and measure axes. The simplest way of monitoring is the periodic report (annual or in every two years) which presents the evolution of projects efforts and characterizes the momentary situation both from the qualitative and quantitative point of view.

All in all we may say that we have prepared a very detailed long term development strategy which is in synthesis with the interests of the local community from Covasna. The document is based on actual and modern necessities and opportunities, on the development scenario that will insure long term increase of several domains in case it is implied in a consequent way.

We believe that the Mayor's Office Covasna and Local Council may become the main actors of project and strategy implementation. Also, we believe that by implementing the measures of development Covasna will become one of the most pleasant and elevated tourism balnear resorts of Romania and of Eastern Europe and, in the same time, it will remain the city of the inhabitants of Covasna where it is a privilege to live.

We wish you good luck!

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2. ANALYSES OF THE PRESENT SITUATION IN COVASNA

2.1. GENERAL SOCIO-ECONOMIC PRESENTATION OF COVASNA COUNTY

Covasna County is situated in the central part of Romania, in the South-Eastern part of the Carpathian Basin, at the internal side of Curbură Carpathians (South Group of the Eastern Carpathians). More to the point, it is situated in the Braşov Basin, a zone which is surrounded in the East and South by the mountains of the internal Curbură Carpathians, which are the following: Breţcului, Vrancei, Buzăului, Ciucaş, Grohotişului, Baiului, Piatra Mare and Postăvaru.

Braşov Basin is fragmented into many separate compartments:

- In the West: *Bârsei Basin* (Bîrsei Country) including Râşnov, Zărneşti, Vlădeni and Măieruş Basins, which at Măieruş–Apaşa Passage make the connection in the North with Baraolt Basin (Baraolt County/Woodland);
- In the Central Part: *Prejmer–Sfântu Gheorghe Basin*, which, through the Valley of Olt River and the Malnaş Passage connect it with Bixad Basin, and then, through the Tuşnad Pass connect it with Ciucului Basin (Harghita county);
- In the East: *Târgu Secuiesc Basin* drained in the North-East and South-West by the Negru River and extended up to the South bottom of Turiei, Caşinului and Nemirei Mountains; in the North through the Valley of Caşinului it is connected to Plăieşi Basin (Caşinului Secuiesc Basin).

The connection between the compartments of the basin is possible by two „gates”: Sânpetru Gate (North of Braşov) and Reci Gate (East of Sfântu Gheorghe). The basin of Curburii Carpathians facilitated throughout the history the founding of urban and rural locations, and, in the same time, it contributed to the penetration of armies from the East and South. In addition, the passes found in the top of the mountains and in the valleys facilitated commercial relations between the urban centers and locations from the two sides of the

Carpathians and, also, with the more distant regions of the Balcan, Asia Minor, the Orient and Central and Occidental Europe.

In the Middle Ages the basin had the role of defending the Hungarian Kingdom. In the territory of the present Covasna County the Seklers (ethnic Hungarians whose mother tongue is Hungarian) were colonized and in the region of Braşov, after the expulsion of crusade knights in 1224, strong Saxon communities have been established, speakers of a special German dialect. The Romanian communities, the population of which is made up of the descendants of shepherds, farmers, artisans and merchants, have been established in the area of Braşov and Râşnov, Bran, Zărneşti (Braşov county), in the areas of Târgu Secuiesc Basin (Valea Mare, Covasna-Voineşti, Zăbala), Vâlcele–Araci and the Întorsurii Buzăului Basin. All in all, this region is very colorful from the ethnic point of view: 75% of the population is Hungarian, 25% of the population is Romanian, in Braşov county Romanians are in majority and characteristic to Saxons is the high rate of migration in the 1980's and 1990's.

Covasna County got its present structure after the administrative reorganization activities in 1968, after which counties, towns and municipalities appeared in place of rajons and regions. In this period the territory of the Trei Scaunelor County (Trei Scaunelor Chair¹) was formed, a geographic terminological unit still used by the Sekler Hungarian population of the present Covasna County. After the development regions have been established in Romania on the basis of law 151/1998 (respective 314/2004), Covasna County is part of the Central development region of Romania together with Harghita, Mureş, Braşov, Sibiu and Alba counties, the headquarter of the Regional Development Office being situated in Alba Iulia. The present territory of Covasna County is of **3.710 km²**, which is 1,56 % of the total territory of the country (238.391 km²) and 10,88% of the territory of the Central Region (34.100 km²). The population of the country in 2004 was of **223.878 inhabitants**, which is 1,03 % of the total population of the country (21.673.328 loc.) and 8,81 % of the total population of the region (2.539.160 loc.). The medium population density was of **60,3 persons/km²**, much below the medium index of the country of 90,9 persons/km² and of

¹ During the Austro-Hungarian Monarchy the territory of the Great Transylvanian Principality was divided into noble counties, border districts and Saxon and Sekler chairs. One of the chairs which formed the Sekler Country was the Trei Scaune Chair (Three Chairs), which was transformed, similar to the other territorial-administrative units, to counties as a result of the administrative reform in 1876.

the region of 74,5 persons/km² (all are decreasing due to the general decrease in population number).

In what follows we will present in details the socio-economic aspects with focus on: population, labor force and the performance of enterprises.

2.1.1. Population

In this section it is our aim to interpret the demographic aspects of the county. In order to do this we will present the index of year 2004 in comparison with that of year 1990. In addition, we present the data referring to Covasna in comparison with the data referring to the Central Region and Romania.²

The population of Romania in 1990 was of 23,2 millions of inhabitants, which dropped back to 21,7 millions of inhabitants, which is a decrease of -6,6%. In the Central Region the decrease is of -10,7% from 2.843 thousand to 2.539 thousand of inhabitants. Covasna Country was below the medium index, of -5,8%, from 237.669 to 223.878 inhabitants.

These changes have been a differentiating factor both with respect to type of area and to sex. In general woman's rate in the total population is higher and it had increased from 50,7% to 51,2% in the country, from 50,2% to 51,0% in the region and 50,3% to 50,7% in the county. Urban population has decreased in comparison to 1990 with -5,7% in 2004, but its rate has increased from 54,3% to 54,9%. Masculine population decrease in urban areas is more accentuated (-7,8%); on the country level one can observe the feminization of urban population since the rate of women has increased from 50,9% to 52,0%. The tendency is the same in the countryside as in the county, dezurbanization is the result of the decrease of urban population with -12,2% respective -11,7%, that is, the decrease of the rate of urban population from 61,0% to 60,0%, respective 53,9% to 50,5%. The lower degree of decrease of urban feminine population signals the feminization of urban areas (increase in women rate from 50,9% to 52,0%, from 50,5% to 51,7%, from 51,2% to 51,7%).

In rural areas, on the national level, there is a more accentuated decrease of population (7,7% in contrast with 5,7%) than in urban areas. But in the Central Region and Covasna County

² On the basis of the data published by the Romanian National Statistics Institution, vol. Territorial Statistics, 2006.

the tendencies are the opposite, that is, in the region the decrease of rural population is less accentuated (-8,4% in contrast with -12,2%), in Covasna County the rural population is in increase with 1,2% and the rural rate increased from 46,1% to 49,5% of the total population of the county. On the national level there are more women than men, but in the Central Region and Covasna County the rate of feminine population is lower, with a tendency of feminization in the countryside (from 49,5% to 49,9%) and in the county (from 49,2% to 49,8%).

An alarming factor besides population decrease is the process of demographic aging which predicts a perspective of difficulties regarding the maintenance of certain educational units, increases the pressure upon the active population and upon the social insurance and health system.

The table below illustrates that the pre-school and school population will probably drop significantly, with more than 36% on the national level, with 39% on the regional level, with 37% on the county level; the rate of this age group will decrease from 23,6% to 16,1% in the country, from 23,8% to 16,2% in the region and from 25,8% to 17,2% in the county. Although the rate of population between 14 and 59 has increased with more than 4% on each territorial levels presented, the absolute values of this tendency are positive only on the county level (+2,7). The rate of aging population has increased both in terms of relative and absolute values with 14,9% in the country, 12,0 in the region and 15,3 in the county.

Tabel 2.1. Structure of population in age groups in 1990 and 2004

Romania	Total	0...14years	%	15...59 years	%	> 60 years	%
1990	23206720	5468676	23,6	14105078	60,8	3632966	15,7
2004	21673328	3500149	16,1	13998418	64,6	4174761	19,3
04/90 %	-6,6	-36,0		-0,8		14,9	
Center							
1990	2843215	675842	23,8	1755755	61,8	411618	14,5
2004	2539160	411696	16,2	1666578	65,6	460886	18,2
04/90 %	-10,7	-39,1		-5,1		12,0	
Covasna							
1990	237669	61385	25,8	141370	59,5	34914	14,7
2004	223878	38468	17,2	145140	64,8	40270	18,0
04/90 %	-5,8	-37,3		2,7		15,3	

Source: INS (National Statistics Institution), Territorial Statistics, 2006.

The decrease of population number and the demographic restructuring on age groups is in close relationship with the **natural movement**, the natural population growth and the internal and external migration. The **birth rate** (the number of population scaled to the number of births, in %) has decreased on the national level from 13,6% to 10,0%, in the region from 13,0% to 10,5% and in the county from 14,55 to 11,8%. **Mortality** (the number of deaths scaled to the number of population, in %) had increased on the national level from 10,6% to 11,9%, in the region from 9,7% to 11,2% and in the county from 10,2 % to 11,2%. Similarly, **natural population growth** is decreasing and has negative values, with the exception of the county level, which has maintained its birth rate index above the index of the region and that of the country. In conclusion, the index of natural population growth has decreased from +2,9% to -2,0% on the national level, from +3,3% to -0,8% on the regional level and from +4,3% to +0,5% on the county level.

The average age on sex in the periods between 1990-1992 and 2002-2004 has the following changes: on the national level it has increased from 69,78 to 71,32 years in case of both sexes, from 66,56 to 67,74 in case of men and from 73,17 to 76,06 in case of women. The medium value for this index is different in case of the Central region: both sexes has increased from 70,63 to 71,82; in case of men it has increased from 67,34 to 68,14 and in case of women from 74,19 to 75,73 years. In Covasna County the average age index has increased from 70,41 to 71,62; in case of men from 67,39 to 68,09 and in case of women from 73,69 to 75,47 years.

Data referring to internal migration in 2004 is available in the table below:

Tabel 2.2. Internal migration caused by change of residence based on areas, in 2004.

	Total			Urban			Rural		
	Left	Came	Sold	Left	Came	Sold	Left	Came	Sold
Romania	369892	369892	0	214001	174447	-39554	155891	195445	39554
Center	39235	39327	92	23406	17443	-5963	15829	21884	6055
Covasna	3212	2944	-268	1778	1089	-689	1434	1855	421

Source: INS (National Statistics Institution), Territorial Statistics, 2006.

Since only the data of internal migration is calculated and data on international immigration/emigration is left out, the balance average of those who left and of those who came is zero, but one can see that the urban area has negative migration balance average which indicates that the process of dezurbanization is much faster than that of urbanization.

If we scale these numbers to the number of the total population than we find that 1,7% of the total population of the country has participated in the internal migration process. In the case of territorial subunits (both in case of the Central Region and in case of Covasna County, the data referring to the number and the rate of those who left and came will be different since it can be the case of changing residence from urban to rural (and vice versa) in the region or in the county and it can also be the case of migration urban/rural, urban/urban, rural/urban, rural/rural between different counties and regions. It is an interesting case to scale the number of those who came/left to that of the total population, rural and urban. In case of the Central Region the number of those who left and came is of 1,5% and the balance average is of 92 persons (0,0%). Covasna County has a negative balance average on migration, of -268 persons which represents a loss of 0,12% since the number of those who came (1,3%) is lower than of those who left (1,4%). The problems of the urban area are reflected in the negative index of the balance average: on the national level the decrease of urban population is of -0,33%, -0,39% in the Central Region and in Covasna County the deficit of 689 persons in the urban population represents -0,6%. The migration balance average index is positive in the rural area on all levels. In Covasna County the 421 persons means a contribution of +0,38% for the rural population, the rate of those who left the rural area is of 1,3% and 1,7% came. The same values are much higher in case of the region and of the country, respectively +0,59% and +0,40%. In comparison with these areas it seems like the rural area in Covasna County is less attractive.

2.1.2. Labor Market and Occupational Structure³

In case of a socio-economic analyses of a territorial entity the demographic characteristics of the population are relevant both for the *demand* (the inhabitants of a certain zone have expectations towards the public services and towards the offers of economic agencies) and for the *supply* since the local population constitutes human resources supply both for public institutions and for private enterprises. The balance between the rate of population engaged in productive economic sectors/branches and the units financially supported by the state budget can guarantee – besides the competitiveness of companies – the economic durability of local socio-economic life. The labor market is continually changing and a general tendency in the process of modernization and economic restructuring is tertialization, that is, the increase of balance between those who are working in the supply/services sectors and those who are working in agriculture and industry. On the other hand, the rate of unemployment is both a social and a regional problem for local and regional communities since it is related to the productivity of the labor force (see chapter referring to the result of enterprises).

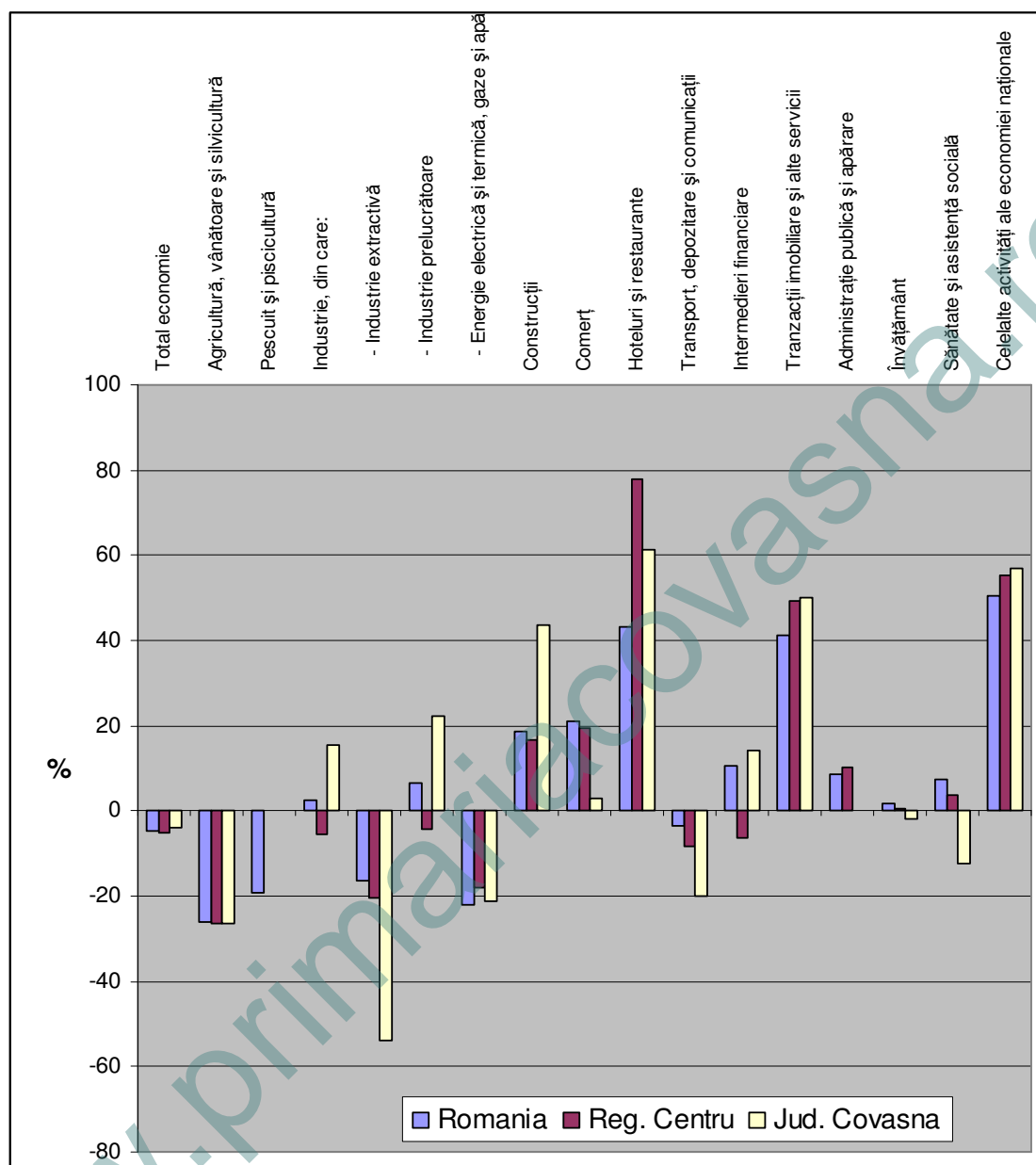
The category of *active* population includes all the persons of and above 15 who are able to supply goods and services, including the employed and unemployed population.

The category of employed population includes persons of and above 15 who are engaged in at least one hour of economic production activity of goods' and services', per week in the reference period (the week before registration).

³ The data referring to labor force published by the National Statistics Institution, Territorial Statistics, 2006 has the following resources:

- Statistical research on labor force in households , data on employed and unemployed population according to BIM (criteria defined by International Labor Bureau).
- Research on the costs of labor force of economic-social units, data referring to the number of paid people.
- Labor force balance, data on civil employed population on national economic level.

Fig. 2.1. Changes in the number of population employed in the sectors of national economy in 2004 in comparison with 2000, in Romania, in the Central Region and in Covasna County (%)



Legend:

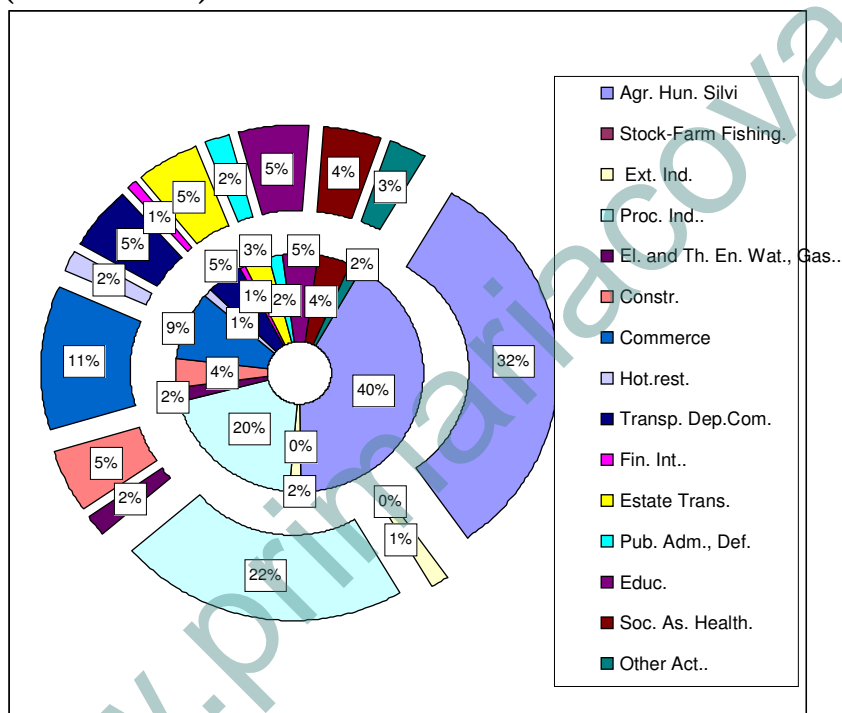
List: Total Economy; Agriculture, Hunting and Silviculture, Industry (Extracting Industry, Processing Industry, Electric and Thermic Energy, Water and Gas); Construction; Commerce; Hotels and Restaurants; Transport, Depositing and Communication; Financial Intermediators; Real Estate Transactions and Other Services; Public Administration and Defense; Education; Health and Social Assistance; Other Activities of National Economy.

Row: Romania, Central Region, Covasna County

The number of civil employed population in Romania for the whole economy has decreased with -4,5% in 2004 in comparison to 2000, that is, from 8629 thousand persons to 8238 thousand persons. In the Central Region the rate of decrease was higher (-5,3%, from 1064 thousand persons to 1007 thousand persons), and in Covasna County below the national average: -3,8%, from 90 thousand to 87 thousand persons. Nevertheless, these changes are colorful since in some sectors they were more significant while in other sectors they were less significant. On the other hand, in certain sectors important increase has been observed (see fig. 2.2.).

In terms of general decrease these changes indicated in absolute values have generated the restructuring of the situation of labor force. That is, the presence of certain sectors in employment has decreased, while others have increased.

Fig. 2.2. Employment Structure in Romania in 2000 (interior circle) and 2004 (exterior circle)



In case of the national sectors of economy significant increase took place in agriculture, extractive and in the processing industry, construction, commerce, real estate transactions and other services. Changes in the employment structure referring to the population of the Central Region and of Covasna County are indicated in absolute values in the following figures below. One can notice that in case of the processing industry, construction, hotels and restaurants, transactions, financial intermediators and other activities an increase took

place, while in case of agriculture, extractive industry, education and health significant decrease took place.

Fig. 2.3. Change of Employment Structure in the Central Region, 2000–2004 (thousand persons)

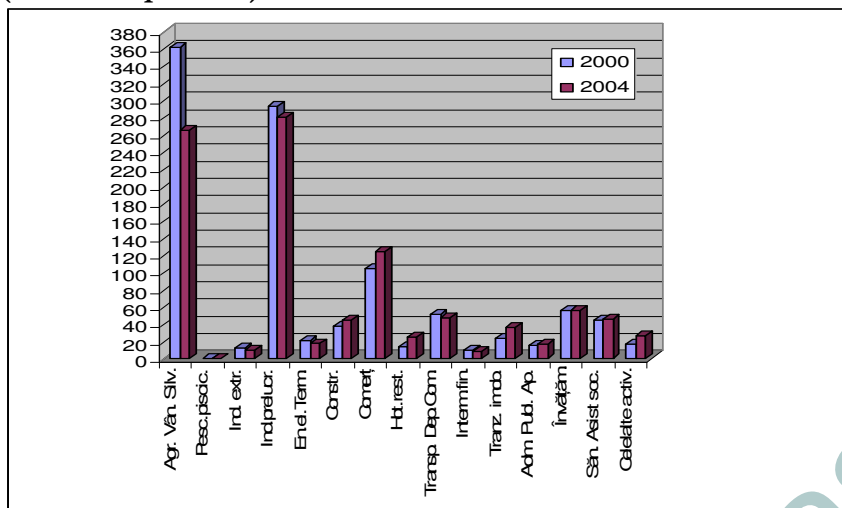
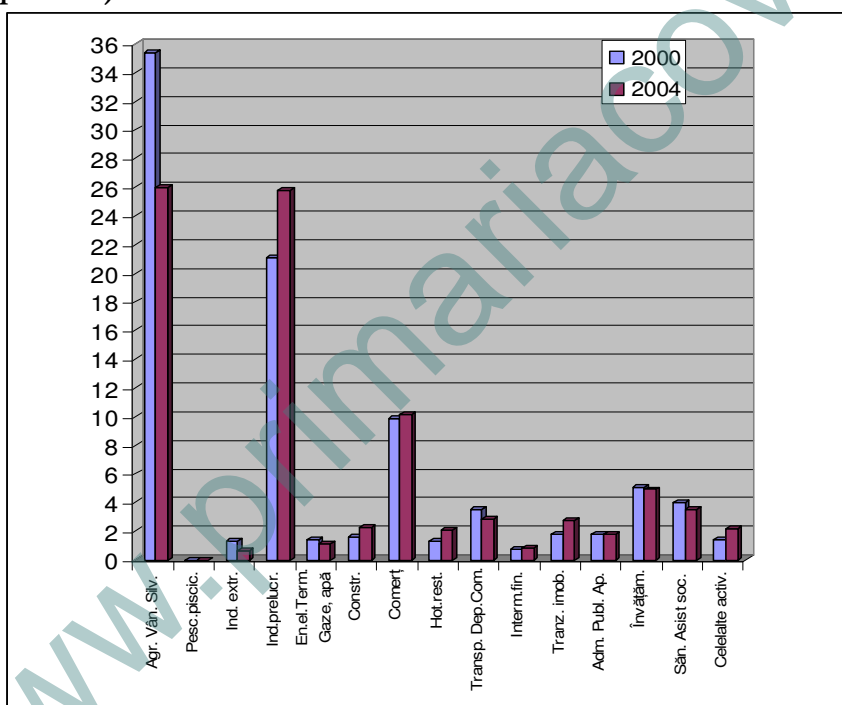


Fig. 2.4. Change of Employment Structure in Covasna County, 2000–2004 (thousand persons)



Legend for Figs. 2.3. and 2.4.: Agr. Hun. Silv.; Stock-Farm Fishing; Ext. Ind.; Proc. Ind.; El. and Th. En. Wat., Gas.; Constr.; Commerce; Hot.rest.; Transp. Dep. Com; Fin. Int.; Estate Trans.; Pub. Adm., Def.; Educ.; Soc. As. Health; Other Act;

Unemployed persons, according to the criteria of the International Employment Bureau (IEU), are those persons between 15 and 74 who in the reference period fulfill the following conditions simultaneously:

- Do not have a job and do not perform any kind of activity with income
- Are looking for a job and take steps to obtain a job within a period of four weeks
- Are disposed to start working in two weeks time in case of a job offer.

The changes in employment rate from 2000 to 2004 are given in the table below. The rate of unemployment decreases together with the number of registered unemployed. While on the national level the rate of unemployment decreased from 10,5% to 6,3%, on the level of the region and of the county this rate is above the average value, respectively of 7,8% and 8,1%. The rate of unemployment is higher in case of the masculine population, it is higher than in the case of the feminine population, 1,4% on the national level, 1,1% on the regional level and 3,3% in Covasna County. The rate of feminine unemployment is lower in the county due to the development of the confection industry which employs mainly feminine labor force. The rate of masculine unemployment is extremely high in the county, of 9,7% (with 2,7% above the national average, and 1,4% above the regional average). These values indicate the absence of industrial activities which contributed to the employment of masculine population in the previous periods. In addition, it underlines the absence of initiating new competitive familial business and the incapability of the masculine population to face the economic challenges of the market.

Tabel 2.3. Changes in the Number of Unemployed as registered by the Agency for the Employment of Labor Force and Unemployment

	Romania			Central Region			Covasna County		
	2000	2004	04/00 %	2000	2004	04/00 %	2000	2004	04/00 %
Unemployed registered by ELFU (nr. of persons)									
Total	1007131	557892	-44,6	122426	85184	-30,4	11321	7682	-32,1
Female	471608	234592	-50,3	61840	36903	-40,3	5112	2876	-43,7
Male	535523	323300	-39,6	60586	48281	-20,3	6209	4806	-22,6
Rate of Unemployment (%)									
Total	10,5	6,3	-40,0	10,3	7,8	-24,3	11,2	8,1	-27,7
Female	10,1	5,6	-44,6	10,7	7,2	-32,7	10,4	6,4	-38,5
Male	10,7	7,0	-34,6	10,0	8,3	-17,0	11,8	9,7	-17,8

Source: INS (National Statistics Institution), Territorial Statistics, 2006.

2.1.3. Results and Performance of Enterprises

The structure of local economy on sectors can be determined by the number and value of enterprises on the basis of the 11 categories elaborated by the Territorial Statistics (NSI) in 2006. As indicated by the table below, the number of enterprises in Covasna County in 2004 was 3782, which represents 7,5% of the number of companies of the Central Region and 0,93% of the number of companies in the country.

In the county the most valuable are the companies engaged in repairing and servicing cars and motorcycles, personal and domestic goods (44,1%). Similar values are characteristic at the national (48,5%) and regional level (42,9%). The second and third places on the list of the most valuable companies are represented by companies working in the processing industry, real estate transactions, renting and services supplied mainly for enterprises. Around 9% of these companies have less than 9 persons employed.

Tabel 2.4. Number and value of enterprises on the sectors of the national economy, in 2004

		Romania		Central Region		Covasna County	
		nr.	%	nr.	%	nr.	%
Total		404339	100,0	50184	100,0	3782	100,0
1	Extr. Ind.	861	0,2	118	0,2	10	0,3
2	Proc. Ind.	56919	14,1	8972	17,9	801	21,2
3	Ther. and El. Energ., Gas, Water	704	0,2	118	0,2	15	0,4
4	Constructions	25967	6,4	3489	7,0	248	6,6
5	Commerce based on reparation and maintenance	196222	48,5	21525	42,9	1667	44,1
6	Hotels and restaurants	17444	4,3	2834	5,6	208	5,5
7	Transport, depositing and communication.	25859	6,4	3337	6,6	240	6,3
8	Estate Transactions, renting, services for enterprises	62075	15,4	7460	14,9	456	12,1
9	Education	1107	0,3	164	0,3	22	0,6
10	Health and Social Assistance	6869	1,7	833	1,7	43	1,1
11	Other collective, social or personal activities	10312	2,6	1334	2,7	72	1,9

Source: INS (National Statistics Institution), Territorial Statistics, 2006.

Companies with different size are characteristic to the sectors of the national economy. In the category of *micro-enterprises* (below 9 persons employed) companies with commercial profile are dominant: 47,3 % in Covasna County, 44,7 in the Central Region and 50,7 % on the national level. The next are companies engaged in real estate transactions and production industry. In case of *minor* enterprises (between 10 and 49 persons employed) the first place is represented by the production industry (38,8 %), then commerce (30,5 %), constructions (11,4%) and transport, depositing, communication (7,7 %). On the regional level the dominant is commerce with 36,9 %, followed by the production industry 32,9 %, constructions (9,7%) and estate transactions etc. With 5,9 %. On the national level minor enterprises are represented by companies with commercial profile (39,5 %), production industry (28,8%), constructions (10,5 %) and estate transactions etc. (7,4 %).

Medium enterprises (between 50 and 249 persons employed) on the county level are working in the production industry (65,7 %), commerce (11,8%) and construction (5,9 %). On the regional level the first three places are represented by the same activities, but with different values (53,9; 15,3 and 11,5 %), and in addition to which transport (5,6%) and transactions are also important (5,4 %). On the national level the order is the same: production industry (46,3 %), commerce (16,3 %) and constructions (14,0 %), but transactions are in front of the transport (9,0 respectively 6,1 %).

Major enterprises are represented by the production industry (55,0% in the country, 6,1 % in the region, 76,2% in the county), transports (10,8 % in the country, 9,4% in the region, 4,8% in the county), constructions (8,8% in the country; 5,9% in the region, it is absent in the county), production and distribution of electric and thermic energy, gas and water (8,4%; 6,8%; 4,8%) and transactions on the national level (5,2%), commerce (4,8%; 4,2%; 4,8%), and hotels and restaurants on the county level (4,8%).

An indicator which expresses the implication of the population in production and supply activities is the number of IMM counted at 1000 persons. The Central Region has values that are above the average medium of the county with 19,6 IMM/1000 pers. In contrast with 18,6 IMM/1000 pers. In Covasna County this indicator has a lower value – 16,8 IMM/1000 pers. – both in comparison with the regional and the country level.

We will compare the data (county, regional and national level) referring to the number of business activities, net and brut investments, the number of persons employed in the

different sectors of the national economy in order to gain an image of the performance of business.

A performance indicator of enterprises may be the relationship between their number and the number of businesses founded in the different sectors. The average number of the enterprises on the national level is the highest in case of the extractive industry, (91,1 md. ROL), followed by the energetic sector (42,6 md ROL), production industry (24,9 md. ROL) and constructions (11,1 md. ROL). The average number of the enterprises is higher in the Central Region, with a different order: the first place is represented by the energetic sector (224,7 md. ROL), the extractive sector (182,7 md. ROL), the production sector (18,4 md. ROL) and transports (11,3 md. ROL). In Covasna County the energetic sector (79,9 md. ROL) is in the first place, followed by the extractive industry (35,5 md. ROL), the production industry (15,1 md. ROL) and transport (8,5 md. ROL). Below the average are the commerce, 9,1 md., 8,6 md., și 7,7 md. ROL), hotels și restaurants (2,5 md., 2,2 md. 2,1 md. ROL) and estate transactions (3,4 md., 1,8 md. și 1,4 md. ROL).

Tabel 2.5. Number of business of enterprises in different economic sectors in 2004

	Romania			Reg. Centru			Jud. Covasna		
	nr. of enterprises	Nr. of business mdROL	CA/I md ROL	nr. of enterprises	Nr. of business mdROL	CA/I md ROL	nr. of enterprises	Nr. of business mdROL	CA/I md ROL
Total	404339	4520731	11,2	50184	487567	9,7	3782	30902	8,2
Extr. Ind.	861	78469	91,1	118	21563	182,7	10	353	35,3
Proc. Ind.	56919	1415109	24,9	8972	164712	18,4	801	12092	15,1
Ther. and El. Energ., Gas, Water	704	29985	42,6	118	26514	224,7	15	1199	79,9
Constructions	25967	287600	11,1	3489	26389	7,6	248	1188	4,8
Commerce based on reparation and maintenance	196222	1786471	9,1	21525	186175	8,6	1667	12794	7,7
Hotels and restaurants	17444	44377	2,5	2834	6133	2,2	208	440	2,1
Transport, depositing and communication.	25859	34038	1,3	3337	37780	11,3	240	2042	8,5
Estate Transactions, renting, services for enterprises	62075	209556	3,4	7460	13755	1,8	456	622	1,4
Education	1107	1626	1,5	164	157	1,0	22	17	0,8
Health and Social Assistance	6869	6893	1,0	833	727	0,9	43	33	0,8
Other collective, social or personal activities	10312	47607	4,6	1334	3662	2,7	72	122	1,7

Source: INS (National Statistics Institution), Territorial Statistics, 2006.

An interesting aspect referring to the performance of enterprises is the difference between the number of enterprises of a certain economic sector and the value of the total number of businesses of that territorial unit. For example, the production industry represents 14,1% of the enterprises on the national level, 17,9% on the regional level and 21,2% on the county level; and from the point of view of the number of business it has almost a double contribution with 31,3%, in the country, 33,8% in the region and 39,1% in the county. Commerce, on the other hand, characterized by the high IMM index, has lower contribution regarding the number of businesses than regarding the number of enterprises (48,5% of the number of enterprises compared to 39,5 % on the national level, 42,9% compared to 38,2% in the region, 44,1% in comparison to 41,4% in the county). The discrepancy between these indexes is even bigger in case of the transaction industry: 5,4% of the total number of enterprises manages 4,6% of the number of businesses in the country, in the region 14,9% manage 2,8%, and in the county 12,1% of the companies manage 2,0% of the number of businesses. The hotels and restaurants sector, although it represents 4,3% of the number of enterprises in the country, represents a value of only 1,0% of the total number of businesses, in the regional level 5,6% of the companies generate 1,3%, and in the county 5,5 % of the companies have a contribution of 1,4%.

Regarding to the brut investments in 2004 in the national economic sectors the index indicates that in Covasna County each and every sector is more or less underdeveloped. The calculated index indicates the average brut investment in different sectors and the compared territorial units (the value of the investment and the number of investments). The biggest discrepancies can be noticed in the extractive industry and the energetic industry. In case of hotel industry the average investment per enterprise is below the half index of the regional and national average. (See table 2.6.).

Table 2.6. Specific brut investments on sectors of the national economy, the average of investments on sectors, in 2004.

	Romania			Central Region			Covasna County		
	nr. of enterprises	Brut investm. mdROL	IB/I md ROL	nr. of enterprises	Brut investm. mdROL	IB/I md ROL	nr. of enterprises	Brut investm. mdROL	IB/I md ROL
Total	404339	618424	1,5	50184	63700	1,3	3782	2511	0,7
Extr. Ind.	861	31914	37,1	118	3604	30,5	10	58	5,8
Proc. Ind.	56919	173848	3,1	8972	23489	2,6	801	1072	1,3
Ther. and El. Energ., Gas, Water	704	99146	140,8	118	3309	28,0	15	54	3,6
Constructions	25967	45036	1,7	3489	3033	0,9	248	73	0,3
Commerce based on reparation and maintenance	196222	102292	0,5	21525	12021	0,6	1667	595	0,4
Hotels and restaurants	17444	12491	0,7	2834	1933	0,7	208	60	0,3
Transport, depositing and communication.	25859	100088	3,9	3337	12248	3,7	240	487	2,0
Estate Transactions, renting, services for enterprises	62075	43675	0,7	7460	3066	0,4	456	77	0,2
Education	1107	259	0,2	164	41	0,3	22	2	0,1
Health and Social Assistance	6869	2248	0,3	833	194	0,2	43	5	0,1
Other collective, social or personal activities	10312	7427	0,7	1334	762	0,6	72	28	0,4

Source: INS (National Statistics Institution), Territorial Statistics, 2006.

Table 2.7. Number of persons employed by the enterprises of different sectors and the average number of persons employed on enterprises in 2004

	Romania			Central Region			Covasna County		
	nr. of enterprises	personnel nr. pers.	P/E nr. Pers.	nr. of enterprises	personnel nr. pers.	P/E nr. Pers.	nr. of enterprises	personnel nr. pers.	P/E nr. Pers.
Total	404339	4110085	10,2	50184	545100	10,9	3782	39049	10,3
Extr. Ind.	861	130761	151,9	118	12217	103,5	10	674	67,4
Proc. Ind.	56919	1692606	29,7	8972	271954	30,3	801	21796	27,2
Ther. and El. Energ., Gas, Water	704	147992	210,2	118	18031	152,8	15	1136	75,7
Constructions	25967	390483	15,0	3489	43010	12,3	248	2099	8,5
Commerce based on reparation and maintenance	196222	859370	4,4	21525	103675	4,8	1667	7695	4,6
Hotels and restaurants	17444	105269	6,0	2834	16311	5,8	208	1394	6,7
Transport, depositing and communication.	25859	358351	13,9	3337	40489	12,1	240	2215	9,2
Estate Transactions, renting, services for enterprises	62075	320264	5,2	7460	28974	3,9	456	1581	3,5
Education	1107	5203	4,7	164	584	3,6	22	72	3,3
Health and Social Assistance	6869	21350	3,1	833	2372	2,8	43	102	2,4
Other collective, social or personal activities	10312	78436	7,6	1334	7483	5,6	72	285	4,0

Source: INS (National Statistics Institution), Territorial Statistics, 2006.

Indicating the number of personnel in relation to the number of enterprises gives us an overall image of the specificity of employment of the different sectors. These are average values and so had to be interpreted with caution. Nevertheless, one can see the low number of employment in case of all enterprises, below 10 persons, which indicates the lower value of IMM from the number of enterprises of the specific sectors. The only sectors where the average index of the county is above the regional and national level is the hotel and

restaurant industry. This indicates a specific social aspect, namely: to what degree are enterprises of different sectors capable of employing labor force? If people have jobs and income and so they are not forced to live of social support, they do not burden the state and, moreover, they generate demand for goods and, as a result, they contribute to the multiplication of spent money for those goods. On the other hand, companies must be competitive on the local, regional and national market so as to be able to employ personnel. In addition, their work has to contribute to the growth of the number of businesses of enterprises in certain sectors.

Table 2.8. Productivity of work, calculated by indicating the number of businesses in comparison to the number of personnel of enterprises from the national economic sector, in 2004.

	Romania			Central Region			Covasna County		
	nr. of businesses	personnel nr. pers.	CA/P mil. ROL	nr. of businesses	personnel nr. pers.	CA/P mil. ROL	nr. of businesses	personnel nr. pers.	CA/P mil. ROL
Total	4520731	4110085	1099,9	487567	545100	894,5	30902	39049	791,4
Extr. Ind.	78469	130761	600,1	21563	12217	1765,0	353	674	523,7
Proc. Ind.	1415109	1692606	836,1	164712	271954	605,7	12092	21796	554,8
Ther. and El. Energ., Gas, Water	29985	147992	202,6	26514	18031	1470,5	1199	1136	1055,5
Constructions	287600	390483	736,5	26389	43010	613,6	1188	2099	566,0
Commerce based on reparation and maintenance	1786471	859370	2078,8	186175	103675	1795,8	12794	7695	1662,6
Hotels and restaurants	44377	105269	421,6	6133	16311	376,0	440	1394	315,6
Transport, depositing and communication.	34038	358351	95,0	37780	40489	933,1	2042	2215	921,9
Estate Transactions, renting, services for enterprises	209556	320264	654,3	13755	28974	474,7	622	1581	393,4
Education	1626	5203	312,5	157	584	268,8	17	72	236,1
Health and Social Assistance	6893	21350	322,9	727	2372	306,5	33	102	323,5
Other collective, social or personal activities	47607	78436	607,0	3662	7483	489,4	122	285	428,1

Source: INS (National Statistics Institution), Territorial Statistics, 2006.

Table 2.8. indicates the number of total businesses on sectors, but comparing this value to the number of personnel of the companies of the certain sector. The indicator expresses the number of businesses that comes to one person of the personnel of that company. The higher the value, the better the productivity of the company, that is, if an employee can generate higher values, reciprocally, for generating the same amount of money less employees are needed. The average of the country is over 1 milliard ROL per employee. However, it is only commerce that is above this average, all the other sectors are below the average of the total economy of the country.

Above the half of the average is the production industry (836 mil.), constructions (736,5), estate transactions (654 mil.) etc. The hotel industry has relatively low values: 421 millions ROL/employee.

On the regional level, the average of productivity on total economy is lower than on the country level, (894 millions ROL) but there is significant difference regarding the performance of the sectors. There is some similarity regarding commerce, which goes twice above the average economy of the region (1795 mil. ROL). Other active sectors are the extractive industry (1765 mil. ROL), the energetic industry (1470 mil. ROL), transports (933 mil. ROL). The hotel sector has low values in this level, too and much below the national level: 376 mil. ROL.

In Covasna County the productivity average is lower with 28% in comparison to the average of the country and with 11% in comparison with the average of the region. The more active sectors, the values of which are above the average values of the county, are commerce (1662 mil. ROL), the energetic sector (1055 mil. ROL) and transports (921 mil. ROL). The hotel sector is low in this level, too: 315 mil. ROL, lower than the average value on the country and the region.

2.2. COVASNA, GENERAL PRESENTATION

2.2.1. Geographical Location and Natural Environment

The Tg. Secuiesc Basin, at the borders of which Covasna city is situated, is part of the Braşov Basin, a physic- geographic unit of the Curbură Carpathians. The basin is located on highly fragmented tectonic units: peaks and trenches. While peaks, the blocs of terrestrial crusts are represented by the mountains which are located at the North of the basin (Baraolt and Bodoc Basin), trenches are the units which are at the moment in the process of slow sinking, like for ex. Bârsei, Sf. Gheorghe–Prejmer and Tg. Secuiesc Basins. The fractures and the strata contributed to extending the zone of mofette (fumarole) of the Orientali Carpathians (Neogen volcanic phenomenon of the Călimani–Gurghiu–Harghita mountain chain). For this reason the post-volcanic manifestations, as for ex. the mofette gas eruptions and mineral waters are characteristic to this zone of cretaceous- Paleocene sandstone, too.

Covasna town is situated along the communities from the East borders of the Tg. Secuiesc basin, at the meeting point of the strip of sedimentary piemontan deposits and (rocks, sand and clay) and the rocks of the Carpathic sand-stone made of relatively hard rocks like sand-stone, marnocalcars and slate.

Being situated along the Covasna Valley, the city's territory extends to a distance of 9 km at a 550–600 m altitude. The location is dominated by the altitude of the tops of Vrancei, Breţcului and Întorsurii Mountains. As a result of the regressive erosion of the rivers of the hydrographic Buzăului Basin (Buzăul and Bâsca Mare), the major watershed of the Curbura Carpathians is close to the Tg. Secuiesc Basin, this hydrographic line being situated in the Întorsurii Mountains where you can find the Poienii top (1166 m) at South from Zagon, through Chiuzul Păpăuţi (1319 m), at South-East from Covasna, at the North-East the Negru top (1543 m), Zârna (1602 m), Poarta Vântului (1524 m), Bonio Mic and Mare (1542 şi 1548 m). The Lăcăuţi top (South) is the highest top in Covasna County (1777 m), and the second highest from Vrancei Mountains (after Goru top, 1783 m). In this mountainous area, which separates Râului Negru Basin from Bâştilor, Zăbalei and Putnei Basins, one can find the secondary tops with view on the Tg. Secuiesc Basin. The city is surrounded by the following hills: Stejarului (751 m), Magoş (878 m), Kis-kofarka (1101 m), Pal feje (1169 m),

Tistabic (1340 m), Șoimului or Silișul Covasnei (1376 m), Cihanioș (1258 m), Șiclăul (1113 m), in the South Cocorea or Mișche (1164 m), Delul Cetății (935 m), Piliske (918 m). Covasna River, arm of Negru River, collects from around the city the following streams: Candia, Ketag, in the area of Zânelor Valley Dobromir sau Horgasz Stream and Meseș or Hanko on the right side, Cetății Stream, Mișche Stream on the left side. In the central zone of the city, from below Piliske top flow down the Vizi, Karacsony and Țiganilor Streams. In the direction of Chiuruș you can find Adânc Stream, near which you can find a little artificial pond, too.

The climate of the city is influenced by its geographic location and its relief, its altitude and by the position and configuration of mountainsides. Its climate is temperate-continental, with cool summers and moderate winters. That is, the climate of the city is characteristic to basins, intra-mountainous. The annual medium temperature is of 7°C (average in July 17°C, average in January -5 °C). Annual medium precipitation gets up to 600 mm, more abundant in May and June, less abundant in February. The annual medium overcast is of 5,9, the sky is less cloudy from April to August- October. The Sun is shining around 2000 hours, a quite high value, characteristic mainly in the East and South part of the country. Humidity of the air is of 75–83 %, being lower in April and August. As an influence of the mountain tops in the region, the location is characterized by the presence of strong winds and currents. The dominant winds are the North-West ones. The annual medium speed of the wind is low (1–2 m/s), more intense in April and May (3,5–3,9 m/s). The contrasting forms of relief facilitate the formation of mountain breeze, a local form of wind formed as a result of the difference between temperature and the local atmospheric pressure. Temperature inversions are characteristic mainly to the lower parts of the basin, with maximum frequency and intensity in the cold period and with lower presence during the other seasons. This phenomenon is accompanied by the formation of thick fog with serious effects on visibility. In the climatic therapy different bioclimatic indicators are taken into consideration, like for ex. thermic comfort, climatic, skin and pulmonary stress, aero-ionization. The thermic comfort is a sensation observed by the human body in case of an interval between 16,8–20,6 T°E.E. (equivalent effective temperature). This is not identical to the measured temperature of the external environment, but one sensed by the organism in special humidity and air current conditions. Inside the house the comfort threshold is between 17,5–24 T°E.E. Outside in the fresh air below 16,8 discomfort is created by getting sick and above 20,6 discomfort by

getting too hot. On the basis of the relationship between temperature, humidity and wind, it is said that the highest number of days with thermic comfort can be observed in the hilly areas between 300–700 m: above 10 days. In areas between 500–600 m the number of days with thermic discomfort by getting too hot is of 5 days and those with thermic discomfort of getting sick is of around 10 days, and in the higher areas this index is higher. Up till 1500 m altitude the number of days with thermic comfort is frequent in July and August. Bioclimatic skin stress refers to the sensation of coldness/of hotness sensed in the process of theormo-reglating at the level of the skin. In the summer time, overheating is reduced by perspiration and hypotonic stress. In the winter time the human organism wants to save the heat and so the skin stress has hypertonic effect. Pulmonary stress is related to the absorption of O_2 and elimination of CO_2 during breathing. In relation to the humidity of the air pulmonary stress may cause de-hydrating non-comfort (mainly in winter time, the pressure of air humidity being of 7,4 mlb., but in summer time, too when the humidity pressure is above 11,7 mlb, which creates hydrating non-comfort). Taking into consideration these criteria the bioclimate of Covasna is considerate. An important factor from the point of view of the climotherapy of the location is that the values of aero-ionization are of 1050 ioni/cm^3 , with the predominance of negative ions (550 ioni/cm^3), has a positive effect on health problems like hypertension, neurosis, exhausted-ness, asthma etc.

The flora and the fauna of the area have been formed as determined by the climatic terraces, characterized by woods (oak and beech), followed in the higher areas by pinewood and spruce, the latter coniferous makes up about 70% of all woods. The woods have been affected by the strong winds, which had stormy character in 1995 and has destroyed 3000 ha woods. After the wood was exploited, the territory has been re-planted, but the previous beauty of the view has never been regenerated. The fauna of these woods is very rich: bears, foxes, rabbits, fawns etc. live in these woods.

2.2.2. Administrative and Socio-Economic Aspects

The city has two distinct parts: Covasna and Voinești. Voinești is a district with rural aspect which makes the transition to Zânelor Valley, an area with curative and recreational character signaled by the presence of cardiologic hospitals.

The administrative surface of the city is of 15.800 ha, out of which 796 ha inner city. The city includes the territory from plains of Negru river to the Lăcăuți top (Vrancei Mountains (1.777 m). Chiuruș village at 2,5 km to the south from the city also belongs to Covasna. The administrative territory is in the neighborhood of other administrative areas like that of Comandău commune in the East, Zăbala in the North, Zagon in the South and Brateș in the West. In the North the woody areas of Vrancei mountains connect the city to the Gura Teghii commune from Buzău County, and Nereju from Vrancea County. Covasna County, which got its name after the city of Covasna, was founded after the administrative reorganization in 1968 and has inherited the so called territory of the Trei Scaune, and Covasna commune, attested in documents in 1548, was the center of Orbai Chair, which is one of the subdivisions/chairs of Trei Scaune (Three Chair) besides Kezdi and Sepsi Chairs, a toponym which was saved by the name of Tg. Secuiesc/Kezdivasarhely and Sf. Gheorghe/Sepsiszentgyorgy).

Covasna is situated in the East part of Covasna County and is the second urban center of the Tg. Secuiesc Basin, at 20 km South to Tg. Secuiesc municipium, and at 35 km East from Sf. Gheorghe municipium, the capital city of the county. The location has gained the statute of city in 1952 as a result of its tourist and industrial function. In the present it has a population of 11530 inhabitants (2005). According to the 2002 census the number of inhabitants of the city is 11207: 66,58% Hungarians (7462 inhabitants), 32,03% Romanians (3590 inh.), and 1,38% other nationalities (155 persons). From the religious point of view 46,49% are Protestant (5211 inh.), there are 3224 Orthodox persons (28,76%), 2316 Roman-Catholic (20,66%), 67 Baptists (0,59%) and 47 Unitarians (0,41%).

The city is located at the meeting point between mountains and basins, similar to other locations of the region (Zagon, Zăbala, Ghelînța, Ojdula) on the depositional cone of the stream that flows from the mountains. The piemontal elements facilitated the formation of the location also influenced by the underwater and unfavorable climatic influences like frequency of freezes, hard winds in the lower parts of the basin (Nemira from the North -East) and inundations. The natural resources of the basin and of the mountainous area (fertile soil, woods and rocks for construction) are completed by the subsoil resources: moffetic gas, mineral waters used for the treatments of the health tourism and as food consuming. On the sub-mountainous and mountainous pastures the traditional lifestyle of the herdsmen from Voinești is exemplified by sheep-farming and dairy goods production.

The reputation of the town has been created by the health tourism center based on both natural and artificial health treatments, the competence of the personnel and well-equipped cardiologic hospital, founded in 1977 in the Zânelor Valley. In the 1970' some health hotels were built with fairly good capacity (over 2200 accommodation places). In the last ten years a considerable amount of tourist pensions appeared which offer accommodation services and resting possibilities.

2.2.3. Historical Background

Covasna is situated in eastern part of Covasna County (previous Háromszék county), at the foot of the Brețcului Mountains. The city, with central location in the Orbai Chair, had an important role in the life of the Chair though it did not have market statute. From the historical point of view it can be compared with the other big communes of the zone: Ghelintă, Zăbala and Zagon. It was only later that it became the administrative center of Orbai Chair; in 1952 it gained city status and in the present it is the main balnear center of the county.

The most beautiful description of the natural environment of Covasna belongs to Hankó Vilmos: „One part of the village is situated in the valley, the other part is situated in the mountains covered by woods. It is an extraordinary view which combines the joy of the valleys and the majesty of the mountains.”

The city and its surroundings have always been inhabited; proof for this are the remains of a fortress situated in the Miske forest at a two hours distance from the city. There is no available information about the founders and inhabitants of the fortress. In the eastern part of the Miske Stream roman remains have been found, build in the second part of the 2nd century PM (150-158). These remains are important from the point of view of the Roman invasion which lasted a hundred and a few years. At the territory of the city sword and copper axe remains were found. According to folk traditions the fortress of Ileana Sânzeana was situated in this part of the Eastern Carpathians- Zânelor Valley got its name from this tradition.

The first written mention of the name of the locality dates back to 1548 – Kowazna – and the name Csomakőrös (Kewres) appears for the first time in 1464. Voinești Valley is located

in the eastern part of Covasna, it was a distinct locality but from the XVI on it is said to have had common administration with Covasna commune.

Before the industrialization and the creation of the balnear function of the location living of the inhabitants was based on animal breeding and agriculture. It has significant lands,, though of unsatisfactory quality. No corn or potato was cultivated before since the cultivation culture was not known. The most important cultivated plants were rye, buckwheat (out of which boiled corn consumed with milk and cheese was prepared, daily food) barley, oat and millet. Fruit cultivation and vodka production was also practiced. Farming was not that usual, animal breeding was usually organized in private households and it was based on horse, pork, horn and sheep breeding. Cows were taken to Hungary for selling.

In the 19th century on the legal basis communal properties appeared. Before, everybody could exploit as much wood as necessitated. Wood was manufactured through saw mills. Saw mills were the property of a whole family and so they were used according to a pre-agreed timetable. However, many times a saw mill became the property of only one family. By the end of the 19th and the beginning of the 20th century many families owned a saw mill: Nagy-malom, Perdi, Beke, Deák, Jánó, Kövér, Várza, Molnár, Kovács, Ráduly, Esztojka, Becsek, Cojan, Negut. Mills could be rented. Manufactured wood (planks, girders, traverses etc.) was taken to Braşov and Muntenia. Due to bad transporting conditions the transport to Braşov took 4 or 5 days and to Muntenia 10-11 days.

Covasna is very rich in mineral waters and other therapeutic elements like dioxide carbon. It is from here that it got its name since the Slavic word *kevax* means *sour*.

The first official note referring to the mineral waters of the zone dates from 1567. In 1773 chemical analyses of mineral waters took place and in 1818 the location is named resort. The sour waters were used as curative treatments for several diseases (stomach, digestive system etc) and in the form of baths in case of cardiology disorders. Another type of natural resource of the location is dioxide carbon used as curative treatment in the form of mofettes. The ionization level of the air is also an important curing factor.

In central Europe the private mofettes in the houses and the cellars are considered to be a unique value.

The modernization of the city was resulted from the industrialization through mineral waters. These changes brought about the change of aspect of the center of the city and of its surroundings. In 1880 as a response to the initiation of Sümegh Ignác the banks of the river and the walking alley was constructed.

A commercial society was founded by some merchants from Braşov to exploit the iron resources of the zone but unfortunately bad administration and unfortunate commercial situation soon broke the market. In 1904 a French professional made some research on sedimentation and considered the possibility of re-starting the exploitation. However, due to the low degree of iron exploitation works were not re-started, after all, since it was considered to be non-profitable.

The population of the city continued animal breeding, silvicultural and agricultural works to survive. In the zone of Covasna, Păpăuţi şi Zagon wood exploitation started in the 80's of the last century. A merchant from Budapest, called Horn Dávid, bought 8000 acres of wood from Zathureczky Gyula (Baraolt), and in the middle of the wood, at the shores of Baszka Stream, he built a timber factory called Gyulafalva, a locality which is considered to be the grandfather of Gyulafalva. The locals considered the possibility of the need of railway for industrial aims. In 1889 a new timber factory was founded. The machinery of the factory functioned on the basis of steam, the most modern technology of the times. The two factories had a 110 to 120 cubic meters of wood per year with 24 hours work time. This factory was important from the point of view of modernization since it soon brought about the necessity of electric systems, too.

Also, due to wood transportation, the transport system was modernized, too. As a result, from the upper part of the city a railway line of 1260 m has been constructed with a 330 meter distance in level. This funicular is considered to be unique in the industrial history of Europe; it was brought from a German company called Obach and its miniature got exposed in Budapest in 1886 at the Millennial Exposition.

In 1892 the public railway line Braşov-Târgu Secuiesc was built and the industrial railway line was lengthened to touch the railway station. No wood processing factory was built in the industrial zones in these times but there were private wood depositing yards.

Meantime, the Transylvania Wood Society was founded and the propertyship of the factory got in the hands of a Jewish merchant Groedel Zadik from Maramureş who bought some parts of Comandău and Gyulafalva wherefrom he soon moved all the industrial capacity to Comandău.

Covasna became famous not because of the wood processing industry but because of its balnear and other therapeutic factor. According to Hankó Vilmos Covasna is the richest city of Europe in dioxide carbon. Valorizing the therapeutic resources started in the 18th century. The inhabitants of the city were able to adapt to the market very fast, mainly from the point of view of accommodation and alimentary services and in many cases treatment possibilities were available within the their own house (mofettes).

Balta Dracului did not exist yet, it came to surface only at the end of the 19th century. According to sources each house disposed of a heating system for rocks which was used to heat the water in wooden baths. After bath it was usual to go to mofettes.

Although Covasna disposed of special balnear possibilities in the wintertime there was no active community life. Major changes took place in the 19th and 20th century, when therapeutic possibilities were exploited. In 1881 the Association of Proprietors from Covasna and Voineşti was founded which elaborated the regulation of bath administering. In 1889 a society was founded which hired all the baths for a 25 year period and it reconstructed Balta Dracului from the center of the city and it built a wooden roof cover above it. Its location is very important since it is one of the main attraction points of Transylvania where the post-volcano activities can be seen. The mud of it has not always been so calm. In 1837, 1856 and 1885 many major eruption took place when the whole center got covered with mud and water.

Baths with 7 to 8 meters length and 3 to 4 meters width were surrounded and covered with cabins.

The mineral water source, rich in iron, was situated in the center of the city and it was accessible both for the locals and the tourists.

The center of the city resort was Voineşti. A commercial society bought the Mikes garden and the cold water got covered, too. A hot bath was built, too. Also, the fountain of Stream

Czifrakút was to be accessed here; it was used for drinking cures and it is one of the oldest streams of the location. The terrain near the Mikes garden was sold for those who wished to have a villa in the nearby of the baths. The house from the Mikes garden could accommodate two families. The balcony of the house was used for distraction and parties.

The carnival was one of the main programs where people from the entire zone participated. In order to signal its location vases with burning tar were placed on the road from Páké to Vajnafalva and it lasted for 2 or 3 days.

Hankó Stream, with its alcaic-sour salt substance is very similar to the waters of Gelchenberg and Selters. After the salted bath was closed a filling center and a hot bath were founded (Naturalis Mineral and Thermal Water) which functioned till the centralization in 1848.

Horgász Stream, near the Zânelor Valley is well known in all Transylvania. Its water is being filled from 1848. Many hot water baths were founded in Covasna: Veress Bath, Árpád Bath, Csutak Bath and Shafütl Bath.

In Gábor Áron Street in the 1920's a Steinfeld bath functioned called Lido Bath which had its private swimming master. Malomariilor stream gave water to this pool.

These baths do not exist any more, but they are visible: Galambok, Sós, Horgász, Czifra.

The objectives of balnear resort got implemented partially. The construction of certain hotels has not been finalized and Covasna could not touch the level of other balnear resorts like Băile Tușnad or Borsec.

However, the presence of tourists brought some modernization to the city. A casino was founded, sign of the upper middle class and the life of cultural organizations became much more colorful. Besides the state school for girls another school has been opened, for girls, again. This institution had to move to another building in 1876. From the 18th century on a greco-catholic school was founded in Vajnafalva; the first pharmacy opened in 1880; in 1882 the idea of a hospital was born; in 1952 a hospital was built and in the period between 1900 and 1925 there were 4 doctors working in Covasna.

After the World War I., the economic potential of Covasna got into the hands of merchants from Țara Românească. In 1929 the Carbonic Credit Society was founded which opened a canning center in the neighborhood of Árpád Bath; it produced mineral water till 1940 called

Regele Ferdinand and called Covasna after the war. The same society founded a cold water bath and a dioxide carbon factory. The baths from Vajnafalva got underdeveloped.

In the period between the two world wars there was a continuous development in Covasna: sport clubs, a movie and several typographies were founded: Szabó, Thuróczy, Corvin.

After the second world war life got back in the normal, private treatments centers were re-opened, too. Cultural life was re-organized but no major development took place.

Wood processing and wool industry developed. During the socialist era a furniture and a biscuit factory was founded which, however, did not develop. Thick cloth industry has a significant development in this period.

Major changes took place in 1952 when Covasna got the city rank and from the 60's on an extensive development of balnear complex started. In 1961 the cardiovascular hospital was founded. The first cheap hotels were built in the 70's and these developments contributed to the modernization of the city. However, it also destroyed the traditional atmosphere of the city. The city got rebuilt in the socialist style and this is very disadvantageous from the tourist point of view.

2.3. THE ROLE, THE RELATIONS AND THE FUNCTIONS OF COVASNA

Human locations are the crystallization points of the socio-economic space. Their influence is reciprocal and as a result of this the continuous socio-economic transformation dominates the totality of these locations. Nevertheless, the totality of these locations is not only the sum of all the locations, that is, a non-structured multitude, but, through their distinct character, they become specific members of a system which governed by the social, economic, political and cultural etc. interrelations between them. This system of locations is based on hierarchical relations and it functions on the basis of its specialization. The relationship between these locations is both vertical and horizontal. Even though the bodies of the local public administration of the different rural and urban locations are not subordinated one with the other, the multitude and the diversity of the functions determines that one location is more important from certain points of view while less important from other points of view- seen from the perspective of the territorial community, both on the supra-location – intra-county, and county, inter-county – sub-regional, regional, interregional, national and international levels.

Although there might be a relation of causality between the size of the location and its multifunctional character, the importance of a location on the national, regional and county level depends on the presence of public institutions with a certain *aura of attraction and polarization* or even by the presence of *economic agencies* which have a circle of activities with goes beyond the close surroundings of the location. In case of the everyday inhabitants of the city or of the commune/village, there are certain basic functions as for example the job, education and culture, social and health services, household, transport, recreation and last, but not the least, living in a socio-cultural community. One must take into consideration that not all of the locations are able to provide these goods to all members of the community.

The development strategy of a town like Covasna must be based first of all on the consideration of the factors which contribute to the maintenance and progress of life standard of the everyday citizen of the location. The local council and the Mayor's Office of the town have a major role in assuring the basic life standards for the inhabitants of the

location on the basis of the local public administration law by this respecting the international legislation of the European community.

According to law 215/2001, the local public administration must be organized and must function as territorial-administrative unit on the basis of the following premises: *local autonomy*, *decentralization* of public services, eligibility of local public administration authorities, *consulting inhabitants* regarding the solving of problems with special interest. The application of these principles must not harm the unitary, national and indivisible character of the Romanian state. Local autonomy should be understood as follows: the right and the *effective capacity* of the local administration authorities to solve problems and make steps in order to *assure and represent the interest of the inhabitants* according to the law. This is the right of local councilors and the mayor, county councilors, the local public administration authorities who have been alleged by universal, equal, direct, secret and freely expressed votes.

The location offer reciprocally the functions that they have, this horizontal relationship assures the satisfaction of more communities situated geographically as neighbors and as a result of which administrative services can be offered on a more efficient economic ground on the micro-regional level. The group of locations which make up a micro-regional unit/association with respect to certain public services function unitary irrespective of the geographic location of a function/institution. A system of locations is a territorial- spatial system, which includes:

- The member locations/components
- The relationship between the locations, which make up the system of the locations
- The hierarchy of locations on the basis of the function fulfilled on the hierarchy scale.

The locations which make up a socio-economic unit are connected on the infrastructural level by several networks: communication, energy, interpersonal, social, local and micro-regional identity.

When elaborating a development strategy we have to take into consideration not only the local social and economic aspects of the location, but also the whole hierarchical system of relation to which it belongs. For this reason and for the importance of the decisions that will be taken, a development strategy can be reduced neither to the general intra-urban plan of

the location, nor to that of the county, the region or the nation. Nevertheless, as defined in law 350/2001 regarding the territorial and urban fitting of locations, these are in hierarchical relation, a fact which represents only the *frame* of development, not the future development *ideas* as such.

The development of the location means, then, *the maintenance, the expansion and the development of the functions* of the location, that is, the creation of certain socio-economic structures that can serve as basis of the productive, social, cultural etc. functions. These structures may be social, cultural or administrative market organisms but also economic agencies. Before preparing the future development strategy, the existent functions must be identified and programmatic documentation elaborated by the supra-territorial offices must be consulted, too: National Development Plan, Regional Development Plan, County Development Plan.

Article 11 from law 351/2001 for the approbation of Plan of Regulation of National Territory, section 4, Network of Locations, specifies that: '*national and regional development plans*, including the trans-border ones, the ones for integrating in the European space and the ones referring to sectors, too, must be elaborated on the basis of the prescriptions of the *Plan of Regulation* of National Territory – Communication Network, Water, Areas Protected by the Law, Network of Locations, Natural Risk Zones, and other sections of the Plan”.

Law 351/2001 prescribes the elements and the facilities of an urban location of rank III, like that of Covasna, in the following way:

- The population of the location is between 5000-30000 inhabitants, and in the influential area between 5000-40000 inhabitants.
- It has an aura of services of apr. 10-20 km.
- It has direct access to national and county road system, it has superior rank and functional relationship with the other location from its aura of influence
- Economic functions: it has production capacity from the second domain (production and construction industry), the third domain (social and commercial services) and the primary domain (extractive industry, agriculture, silviculture and fishing).

Covasna is one of the 5 cities of Covasna County. Based on its territorial, relief and communicational positioning one can make a distribution of the county to obtain the aura of

influences of the towns. From the functional point of view the different locations may occupy more or less superior ranks on the hierarchical scale, with a superior territorial influence positioned on the inferior functional relations of the other locations.

Covasna, although it has lost a part of its inhabitants from 1999 to 2005 (reduced to 6,3%, with 776 persons less, that is, 11530 inhabitants), represents the category of cities with rank III, the lowest in case of towns. As we will list it below, in the aura of functions it includes more communes some of which are above 3-4000 inhabitants. In the neighborhood of Covasna the following location with different number of inhabitants can be found:

- Municipium Sfântu Gheorghe, the capital town of the county, (33 km, 66,9 thousand inhabitants), rank II.
- Municipium Târgu Secuiesc (20 km, 22,2 thousand inhabitants), rank II.
- Baraolt town (80 km, 10,4 thousand inhabitants), rank III.
- Întorsura Buzăului town (35 km, 9081 thousand inhabitants), rank III.

All the other locations of the county enter the rank category IV or V, and are commune capitals or component villages of the commune. In annex 4 of law 351/2001, point 5.1, in the list of high decrease in the number of population in the period between 1966 and 1998, and which need revitalization and support activities, there are two names indicated from Covasna County: Comandău, next to Covasna and Ilieni. Since the size of the county is not too big, there are no zones in Covasna where there is no town in an area within 25-30 km. The locations of rank IV and V from the neighborhood of Covasna are the following:

In the West and South-West:

- Chiuruș, rank V, administratively connected to Covasna.
- Brateș (IV) with Pachia and Telechia
- Boroșneu Mare(IV) with Leț, Țufalău, Boroșneu Mic, Valea Mică
- Zagon (IV) with Păpăuți village
- Reci (IV) with Comolău, Aninoasa, Saciova and Bită

In the North:

- Zăbala (IV) with Surcea, Tamașfalău, and Peteni
- Ghelița (IV) with Harale
- Cătălina (IV) with Mărcușa, Mărtineni, Hătuica and Imeni

The last two, and the ones located in the North and North-West from the city, since they are

located more close to Municipium Tg. Secuiesc, enter under its influence, while Reci commune enters under municipium Sfântu Gheorghe's influence (12 km).

At the 1st of January, 2007 the city had 11511 inhabitants and Brateş (1517), Boroşneu Mare (3271), Valea Mare (1161), Zagon (5498), Zăbala (4951), Comandău (1028) in total have 17066 inhabitants. If we add Reci (2209), Cătălina (3520) and Ghelinta (4833) communes, too, this number goes up to 27628 persons, which added to the population of the city is a number of 39139 inhabitants, which is the size of a medium city.

One can observe, that in this part of the county a certain zone is being formed by the location around Covasna County, which is over-situated the previous subchair Orbai, respectively Kezdi. Since there neighboring communities have common problems, there is a necessity to create a micro-regional association on infrastructural issues, public services and programs of socio-economic development strategy. On the basis of the administrative capacities and the system of communication between the local councils and mayoralties, one can develop at least two alternatives:

- Micro-regional association including all of the locations of the Tg. Secuiesc basin.
- Two micro-regional associations on the right and left side of the Negru River, along the two roads of the basin: DN 11, respectively DN13E and DJ 121, the zone of Covasna being morereduced than the one aounr municipium Tg. Secuiesc.

Since the roads that pass through the Întorsurii Buzăului mountains (from the direction of Tg.Secuiesc Basin to Întorsurii Buzăului Basin) are extremely bad and the local culture of that zone is very distinct from that of the rest of the county, the Întorsurii Buzăului zone could make up an autonomous micro-region (DN 13E in the direction of Sfântu Gheorghe, DJ 121 in the direction of Tg. Secuiesc, DN 13E+DN 11 in the direction of Braşov). The connection between the locations of the zone is made possible by road DJ 121, or by the commune roads which are subparts of the ones mentioned before.

The criteria referring to the economic functions prescribes that there is a capacity of production from the secondary domain (production and construction industry), from the tertiary domain (social and commercial services) and primary domain (extractive industry, agriculture, fishing and silviculture). As presented in the chapters referring to the occupational structure and the structure of the local economy, Covasna is first of all a holiday resort, that is, its most important sector is the health and tourist sector: complex tourist services, accommodation, alimentation, health treatments for different diseases

(mainly cardiologic) by using the local therapeutic factors as resources for treatments (mineral waters, mofette, bioclimate) and the elements of therapeutic technique, too. However, the town is not mono-functional; other functions are fulfilled by enterprises offering services like transport, reparations, commerce, financial and bank transactions and production in the spheres of wood and alimentation.

According to law 351/2001, in case of the cities with rank III the following service equipments are obligatory:

- Public and legal administration and their associates: Mayor's Office, court, public notary, prosecutor's office, associations with bureau;
- Education: pre-school, primary and secondary school;
- Health and social assistance: general hospital, maternity, policlinic, ambulance center, pharmacy, nursery, old age pension;
- Culture: cultural center, movie, library, museum, exposition room, club;
- Commerce and service supply: universal and special shops, agro-alimentary market;
- Tourism: hotels (**) with at least 50 places.
- Banks and Finance, Assurance: subsidiary banks, credit institutions, assurance agencies, C.E.C;
- Sport, Distraction: sport centers for local competitions, green areas;
- Environmental Protection: special services;
- Water and Canalization System: water supply system, canalization, water purification system;
- Transport and Communication: train and bus station, postal office and telecommunication center;
- Security: police and yardarm center;

These services assure the basic services for the inhabitants of a locality, and, on the other hand, may underline the importance of a location in the system of communities.

The *administrative function* is the responsibility of the Mayor's Office of Covasna County, composed of different compartments and bureaus which are meant to help the activity of local public administration authorities, that is, that of the mayor and the local counselor; to contribute to the legal decision making process referring to social and economic issues; to organize socio-economic life together with the other organisms of the public administration

sector. The compartments, bureaus and services of the Mayor's Office are the following: Financial Services (Taxes Compartment, Accountability Compartment), Internal Audition, Public Social Assistance Service, Public Administration, Secretary, Public Relations, Environmental Protection, Civil Status Local Public Transport, Communal Household, Consumer Protection, Urbanism Compartment, Territorial Regulation, Construction, Investments, Juridical Office, Mayor's Office Office, Agricultural Compartment, Police Compartment, Communal Compartment, Sports Compartment, Youth Council and Information Bureau, Civil Protection Office, Calculations Office.

Nevertheless, the life and efficiency of the activity of the local administration can be influenced by the nature and characteristics of political life, by the relationship between the local offices and by the relationship between the location and the political party in the government. The following political parties are represented in the local council of Covasna: Democratic Union Of Hungarians In Romania (UDMR), Social Democrat Party (PSD) and the Democrat Party (PD). In the local council, besides these representatives (10+4+1) there are other independent members (2), too like for ex. the mayor of the town in the period between 2004 and 2008, during which the local council had the following special commission:

- Commission for the economic, social, finance and budget development; administration of the private and public domain, services and commerce.
- Commission for territorial regulation and urbanism, organizing public labor, protecting architectural and historic monuments.
- Commission for education, culture, health, social protection and sports.
- Commission for local public administration, juries, public order defense, respecting the religious and other rights and the liberty of citizens.
- Commission for agriculture, silviculture, environment protection, tourism and distraction.

There is no juridical office in Covasna and you can find only one public notary in the town.

The non-governmental organizations are primarily social, cultural and sportive in function (these are presented in details in the chapter referring to local culture, recreation and ONG).

The *educational function* is represented on the primary and secondary level by schools Școala Generală Avram Iancu and Școala Generală Orbán Balázs, Liceul Kőrösi Csoma Sándor.

There are two nurseries with 427 children (2005). In 2005 470 children were inscribed in primary education and 513 in secondary education. There were 457 pupils in lyceums and 120 in vocational education. The 158 teachers in total were working as follows: 35 pre-school education, 31 in primary education, 51 gymnasium and 41 lyceum. There were 78 classrooms, +8 laboratories and two sport centers. The Economy Faculty of University of Babes Bolyai has its representation in the city: Contability and Informatics with Management specialization.

The health services function is provided by the city hospital, with gynecologic and obstetric, internal diseases, pediatrics, new-born and intense therapy compartments. The other medical centre is the cardiology hospital. In total there are 16 medical centers in the city, including the private ones, that is, 5 family medical centers and 11 private with specialized functions. There are 858 beds in the public hospital, which means 13 inhabitants/bed, but this number includes the cardiology hospital, too, which is specially designed for the 'guests', a larger layer of population from all around the country. Out of the 50 doctors of the public sector 7 are family doctors. There are 7 public and 2 private stomatology cabinets supported by four dental technology laboratories. Out of the 7 pharmacists 5 work in the private sector in one of the 1+3 pharmacies. The sanitary office has 190 persons working in the public sector and 11 working in the private sector. The ambulation center has 6 cars at disposal. Social assistance is assured by services at home.

The *cultural function* is insured by City Cultural Center, the City Library and the Plastic Arts Museum, maintained by the Mayor's Office. In Chiuruş tourists can visit the memorial exposition of Korosi Csoma Sandor in the Cultural Center in the savant's house. There is a movie in the town. Cultural activities are also supported by extracurricular school activities, by the activity of civil and non-governmental organizations. In 2005, 2309 persons had subscription to the radio and 1182 to the television. There are 9 churches in total located in Dozsa Gy. Street, Voineşti, and Chiuruş, Sf. Nicolae orthodox church and the new orthodox church in Voineşti, the roman catholic church in Ştefan cel Mare street.

The *commercial function* is maintained by the numerous private societies for commerce (35 with general or alimentary profile). In the center of the town there is a general shop and several specific shops (30) and a agro-alimentary market in the Ştefan cel Mare street.

The *tourist function* is the most developed economic function, represented by 9 hotels with 2080 places in total, a camping with 168 places and 21 places in other units (2005). Financial

and bank services are represented by the local branches of commercial banks or assurance offices: BRD; Raiffeisen Bank, BCR, Transilvania Bank, CEC, Cooperativa de Credit Cooperation Bank Popular, ASIROM and UNITA. In addition, the Treasury Office has a local branch.

The *recreation service* is represented by the public City Sport Center in Plevnei street, the City Sport Field in the Dozsa Gyorgy street, the room and field of the lyceum in Ștefan cel Mare street, the sport field of Hotel Bradul in Eminescu street. The green areas are located in the center of the city: the central park is build along the banks of the Covasna stream. The Environmental Protection Office functions as part of the activity of the Mayor's Office. The commune economy services (water supply system, canalization center, water purification center, waste removal, public space maintenance and local transport are supported by a special unit called (S.C. Gos-Trans-Com SRL) and is directed by the local public administration office and cemetery is operated under concession. The interurban transport are represented by the bus station and the railway station. Telecommunication is represented by two public telephone companies (ROMTELECOM; RDS), a postal office and 4 offices with internet supply service (250 connections), and the following mobile companies: Vodafone, Orange, Cosmote și Zapp.

Public order and security is represented by the police station and in case of fire the fire brigade, coordinated by the Mayor's Office, can be called. Other basic functional services like residence etc. are described in the chapter on infrastructure and occupational structure.

Another important aspect related to the territory of the town is its distance from other big urban centers of rank I and II in the national location system. The capital of the country, municipium București of rank 0 is at 250 km distance. Of the other towns with above 300 thousand inhabitants of the same rank in the Central Region there is only one to mention, Brașovul with 314 thousand inhabitants, situated at a distance of only 58 km. As Covasna is situated in the South East corner of Transylvania, it is situated relatively close to all the other locations in the South and North part of the country. The most important urban center, situated relatively close to Covasna is municipium Bacău, with over 210 inhabitants, of rank I.

Being situated in the East part of the Central region, Covasna county is in the neighbor of other counties of different regions and has more or less important relations with the cities of

these counties. The most important cities of rank II from the Central Region (service aura of 60-80 km) are (in parenthesis number of inhabitants in 1999 on the basis of law 351:

- Braşov County: Braşov (314), Săcele (29,9), Codlea (24,8), Făgăraş (44,5)
- Harghita County : Miercurea-Ciuc (46,8), Odorheiu Secuiesc (39,6)
- Sibiu County: Sibiu (169,2), Mediaş (62,5)
- Mureş County: Tg. Mureş (164,9), Sighişoara (36,2)
- Alba County: Alba Iulia (72,6)

In the North-East Region the most important cities at the relatively close distance are from Bacău County: Bacău (210, rank I), Oneşti (60,5), and from the South-East region Sud-Est:

- Vrancea County: Focşani (98,5), Adjud (20,7)
- Buzău County: Buzău (147,6), Râmnicu Sărat (42,1)
- Galaţi County: Galaţi (328,6, rank I), Tecuci (46,7)

In the South Region cities that are situated relatively close to Covasna are those from Prahova County: Ploieşti (251,9, rank I) Câmpina (40,5).

The enumeration of these localities may serve as basis for tourist development, for the segmentation of market on the basis of the geographic criteria. However, one must also take into consideration the geographic location of Covasna right in the middle of the country, in the zone of Curbură Carpathians which separates large historic regions like Transylvania, Moldova and Muntenia. In the close neighborhood of the city there are only a few rival health and bioclimatic treatment, distraction, recreation or vacation/weekend centers like: Slănic-Moldova, Tg. Ocna, Băile Tuşnad, Balvanioş, Vâlcele, Malnaş-Băi, Băile Homorod, and on the national level Vatra Dornei, Sângeorz-Băi etc.

At the moment, Covasna is much more a polarized (by Tg. Secuiesc, Sf. Gheorghe, Braşov) than polarizing city. The most important and in the same time the only function which could make the city relevant in the system of locations is the health and bioclimatic function mainly for the treatment of cardiologic diseases. This function has to be maintained on the primary level while all the other services and functions implemented should not overpass this function so as to make this function the special supply of the city.

2.4. ANALYSES OF EXISTENT INFRASTRUCTURE, INSTITUTIONS AND SERVICES

The infrastructure may be identified on the basis of different structures. One of the possibilities is to identify the existent technical-material basis which includes the supra-structure, too: roads and other sources of communication, transport and telecommunication, water supply system, sewage collection, gas and electric system, buildings of commercial and financial services, green areas, tourist infrastructure (separate chapter).

In close relation to infrastructure are local institutions and organizations which are the basis of all these technical-material services and determine the quality of city social and cultural life in a serious way.

2.4.1. Communal Infrastructure

Commune infrastructure includes the location system, the drinking water, gas, canalization, electricity and public tidiness.

2.4.1.1. Housing System

According to the 2002 census there are 2632 buildings with accommodation function in Covasna, 4509 apartments and 11095 rooms, the distribution of which on the basis of property-ship is as follows:

Nr. of sezonal/ permanent houses	Housing on the basis of property-ship							
	Private		State		Group Private (cooperation/association)		Religious aspect	
	Nr.	% of total	Nr.	% of total	Nr.	% of total	Nr.	% of total
Covasna city	4339	96,2	146	3,2	8	0,2	16	0,4
Romania- in total	~	95,8	~	4,0	~	0,1	~	0,1

~ = non-relevant in this analyses.

Source: population and location census in March, 2002.

As indicated by the data above, in Covasna the number of private houses is a little above the average national level.

In 2005, according to official source, there were only 4520 houses, approximately on the same surface of (203795 m²).

In general, the relation between the population and housing is the following:

Sub aspectul general, de dotare a populației cu locuințe avem următoarele date:

	Housing Rooms						Average housing surface (m ²) on			
	Number			Surface (m ²)			House		Person	
	2002	1992	2002 in % in comp. to 1992	2002	1992	2002 in % in comp. to 1992	2002	1992	2002	1992
Covasna city	11095	9622	115,3	203558	159142	127,9	45,1	37,9	18,2	12,9
Romania- municipium and cities	~	~	106,2	~	~	115,5	37,6	34,0	14,3	11,5

~ = non-relevant in this analyses.

Source: population and location census in March, 2002.

As indicated by the table above, the number of rooms and the total surface has increased in comparison to 1992, and in a higher rhythm than in the other cities and municipium in Romania.

Also, the inhabitants of Covasna are in a better situation from the point of view of housing than the urban population on the national level, both on the basis of average housing surface/ house and on the basis of average housing surface/ person. The increase in the rate of housing surface with 40-60% is due to both the increase of the total number of surfaces and the decrease in population number (see chapter 2.9, Demography).

	Nr. Of Houses / 1000 inhabitants		
	2002	1992	2002 in comp. to 1992
Covasna city	402,44	335,92	119,80
Romania- municipium and cities	372,54	-	-
Romania – in total	373,78	329,0	113,61

This table also indicates that the number of houses has raised in a higher rhythm in Covasna than in Romania and has passed through the number of national housing rate with 6% (due to both the increase of the total number of surfaces and the decrease in population number).

Regarding the accessories of these houses the situation is the following:

Nr. of locations permanent/sezonal	Houses on the basis of accessories, installations and lavatory											
	Water Supply		Canalization (public or private system)		Electricity System		Heating (Central or District Heating)		Kitchen		Bath	
	Nr.	% of total	Nr.	% of total	Nr.	% of total	Nr.	% of total	Nr.	% of total	Nr.	% of total
Covasna	3605	80,0	3430	76,1	4437	98,4	1208	26,8	4145	91,9	3259	72,3
Romania-municipium and cities	~	87,6	~	85,6	~	98,6	~	67,6	~	94,7	~	83,2

~ = non-relevant in this analyses.

Source: population and location census in March, 2002.

As can be deduced from the table above, the houses of the other Romanian cities and municipiums are much better equipped from all the aspects than the ones in Covasna, mainly from the thermic point of view. Also, Covasna is much below the average national level in terms of water supply, canalization system and bath, too.

According to the statistics, there were 104 houses built between 1995 and 2005, which is an average of less than 10 houses/year, and less than one house per person if compared to the number of inhabitants (11500). The majority of these houses were built of private funding and initiation and only 32 were of public funding.

2.4.1.2. Drinking Water Supply

In the present Covasna uses 2 source surfaces, situated against stream:

- Bârsa Mare stream, 70 l/s.
- Covasna stream, 18 l/s, in total 88 l/s.

From the source to the water treatment center the water is carried by though two water supply conduits. Also, there are 4 water containers with a 3500 mc storing capacity.

The length of the water supply system was of 38,5 km in 1993 and has covered less than half of inhabitants of the city. In 2005, the length of the system has increased to **41,3** km.

In 1993 the amount of 2354 thousand mc water has been used as follows:

Household use: 637 thousand mc

Public use: 1172 thousand mc

Public use: 545 thousand mc

The amount of water used for public supply is extremely high. It is recommended to consult a specialist to reduce this number.

About 20% of the inhabitants does not have access to public water provision (according to the 2002 census), they have private wells or private cisterns.

2.4.1.3. Canalization

A number of 3430 houses are connected to the system of canalization, which is 76% of the total number of houses. Interestingly, the local administration office gives a totally different data referring to the same issue: 55%.

The length of the collecting system in 2005 was of 29,2 km, much higher than in 1992, when it was relatively low: 19,0 km.

Water purification (mechanic and biologic) has a capacity of 80l/s. Rainwater, collected by mounds and water pipes, is purged back to Covasna stream.

The canalization system is insufficient both from the point of view of sewage water purification and household water supply.

2.4.1.5. Electric Energy Supply

All of the locations of the zone have air and electric energy supply of high voltage - LEA 110 KV and medium voltage - LEA and LES de 20 KV from the national electricity system through the numerous transforming posts.

According to the data of local administration, the length of the electric energy system is of 135 km and is available to almost 100% of the inhabitants.

We do not have official data referring to the length of the air and subterranean electric energy system. On the basis of our fieldwork we conclude that most of the electric energy system is airier, which, in our opinion, is non-esthetical and hard to deal with. According to some source as a result of the increasing need and use of electric energy, the voltage supplied is decreasing and in certain houses electric energy alimentation gets down to 200 watt.

2.4.1.6. Gas Supply and Heating System

There are 10 thermic centers in the town: 3 with fuels (mixed- gas and solid fuels; gas; solid-wood and carbon)- but non of these are in function! The length of the thermic system was of 8,0 km in 1993. According to the 2002 data only 26,8% of the houses were connected to the central thermic heating system, which is, as we have already noticed, a very low level even in comparison with the national urban level. This is due to the fact that for more than ten years the thermic centers are not in function, the apartments and flats of the city use stoves or have private heating with gas or wood.

The lengths of the gas system is of 36,9 km (2005), much higher than in 1995 (11,5km) and it is still being extended.

2.4.1.7. Commune Economy

Covasna has a platform for waste and a dry waste pit (near Chiuruș), but it does not suit the prescriptions of the UE and as a result of which it will have to be closed. In the present it is administered by private companies which deal with the administration and maintenance of cemeteries, too.

Public waste collection is administered by personnel employed by the Mayor's Office of Covasna.

2.4.2. Transport Infrastructure

Transport infrastructure includes public roads, city streets, railway system and other transport infrastructure elements.

a. Road System

The area is crossed by a national road, DN 13E (Sfântu Gheorghe – Reci – Covasna – Întorsura Buzăului) and two county roads: DJ 121 (Covasna - Târgu Secuiesc), DJ 121 H (Covasna - Comandău) and other communal and forest road:

Dc 10: Zăbala - Surcea

Dc 13: Covasna - Surcea

Dc 17: Zagon - Boroşneu Mare

Dc 3: Zăbala - Breţcu

Df Zagon - Comandău

Df Chiuruş - Pachia.

Comandău commune is connected to Covasna by a county road, not modernized and with forest-road like character, of 20 km long, with high slope difference and an altitude change of apr. 600 m.

According to the 2005 statistics, the length of city streets is of 49 km (the same as in 1995) out of which 20 km are considered to be modernized (with only 4 km more than in 1995. According to another source (PUG, 1996), the length of the streets of Covasna is 40 km (at the moment of planning), and there are 96 streets, which, according to their nature, divide as follows:

- 8,8 km (22,3%) with asphalt
- 6,1 km (15,4%) square stone pavement
- 8,4 km (21,3%) paved
- 16,2 km (41%) earth roads.

According to our information many of the streets have been modernized since then, for ex. recently Piliske street has been totally rehabilitated. Nevertheless, many of the streets are not without hard cover (asphalt, concrete or square stone).

Eminescu and Ştefan cel Mare are the major streets of the city, to which other streets like Dózsa György, Pava de Jos, 1 Decembrie and others are connected.

In Covasna there are 4 public parking possibilities of which one is situated in the central region, two in Voineşti and one near Montana Hotel. Besides these there are public parking possibilities along the streets in the center, like for ex. Libertăţii street and in the front of Cerbul Hotel.

There is public communal bus transport in the city, with 25 bus station and 24 local bus-lines, daily. In addition, there are 8 taxi centers, 9 establishments for repairing cars and two petrol/gas stations.

b. Railway System

The secondary railway line Sf. Gheorghe - Covasna - Brețcu, non-electrified, connections Covasna to the major railway line nr. 400, line București - Brașov - Sf. Gheorghe - Toplița - Cluj - Oradea - Borș / Cluj - Satu Mare - Halmeu / Valea lui Mihai. The railway station is at a 2,5 km distance from the center of the town, and in the present there are no direct connection to București, a facts that makes the hard access of tourists to Covasna.

In the East part of the town there is a so called 'tight railway' which used to carry the wooden material from Comandău. Unfortunately, this unique technical equipment does not function from the 90's on, and it is getting rusty and some of its parts have been stolen.

2.4.3. Telecommunication Infrastructure

There is a postal office in the city, 4 companies which provide access internet, and 2 companies with cable TV services. The number of internet subscriptions is 250 (according to the Mayor's Office), which is a quite modest number as in comparison to the number of inhabitants.

Also, there are 2 wired telephone companies, Romtelecom and RDS and 4 mobile phone companies: Vodafone, Orange, Cosmote and Zapp.

According to statistics, in 2005 there were 2862 wired telephone subscriptions, which, calculated on a number of 4520 houses means 63% coverage. But this number decreases to 50% if we take into consideration the number of official subscriptions, too.

2.4.4. Recreational and Cultural Infrastructure

In Covasna there are several infrastructural units which serve the recreation and the cultural development of the local people. There are several sport plateaus and a public sport center, two minor sized parks (Parc Tineretului in Mihai Eminescu street and the Gheorghe Doja alley and park), two discos, three confectioner's, two pizza restaurants, two restaurants (besides the ones from the hotels) and more than 20 bars. From the quantitative point of view there are many distraction possibilities in Covasna. From a qualitative point of view there is a need for development. There are no pubs, no modern cafés, no billiard or bowling

possibilities, at all. Also, there is a need for public baths and pools- absolutely necessary in case of a health tourism center.

There are quite many cultural units, too: two cultural centers, a number of monuments, more than nine churches/prayer houses, two cemeteries, a local museum, a library which has more than 1500 subscriptions from the locality. There is no movie, no theater, no concert hall, no cultural thematic cafés, no galleries and no local television/radio/local mass-media center.

2.4.5. Infrastructure of Health and Education Services

Health and education infrastructure is well developed in Covasna, organized according to the local needs of a city with 11 thousand inhabitants.

There are two hospital, one of which is the Recreational Hospital for Cardiovascular Diseases, situated in the Zânelor Valley. The other is the county hospital, which provides special services in five sectors: obstetrics, gynecology, pediatrics, new-born, intensive therapy.

In the health institutions of Covasna there are 50 doctors, 858 beds in the hospitals, 9 stomatology centers (2 private), 7 pharmacists, 201 medical employees- according to the 2005 statistics.

There are 16 medicine cabinets, 6 in public sector, 4 pharmacies, 9 stomatology cabinets, 4 dental laboratories, 3 medical analyses cabinets, 1 ambulance station equipped with 6 ambulance cars.

Referring to education we have the following data:

There are six educational units, out of which 2 nurseries, 2 primary and secondary schools and one lyceum. There are 427 children attending nurseries, 983 children attending primary school or gymnasium, 457 attending lyceums, 120 attending vocational or arts' schools. There are 78 rooms/ cabinets available for education, 8 laboratories and 2 workshops.

According to the data provided by the Mayor's Office, there are several schools in Covasna. One is Kőrösi Csoma Sándor School, connected to which is the school from Chiuruș (4 primary classes in Orbán Balázs General School). 16 primary classes in Kőrösi Csoma Sándor School, with 16 gymnasium classes and 17 theoretic classes, 5 vocational classes, and 1 arts' class.

Educational employee: 158 persons, in total out of which 41 in the lyceum.

The Academy of Economic Studies of Bucharest (Economy Department), which had training program in Informatics, has been closed in 2007. The future of the estate has not been decided, yet.

From the educational and medical quantitative point of view the city is well developed. There are less than 10 pupils/teacher and the number of persons who visit doctors regularly is very low, the number of beds is very high (858)- as a result of the cardiology institute. Nevertheless, the question is to what degree is the hospital able to fulfill the needs of the local people and what the quality of the medical equipment is?

2.4.6. Tourist Infrastructure

On the one hand, the tourist infrastructure is the most developed infrastructure of the city. On the other hand, its level of development is much below the expected one. In few years ago, the accommodation and treatment infrastructure of the town was considered to be modernized; however, today the same infrastructure is considered to be damaged from the point of view of practical use which is due to several factors the most important of which are lack of servicing and maintenance and the lack of further development of the existing infrastructure which would have compensated for the growing and changing demand of the international tourist market.

The tourist infrastructure is situated in three different parts of the town and grouped in three centers (according to the delimitation of PUG, 1996):

The first is the Zânelor Valley and it includes the following tourist objectives: a camping, Bradul Hotel, a tourist hostel, a new hotel which is still being built (near Bradu Hotel) and other objectives, like: sport field, treatment center, Odisea Restaurant.

The second is the central zone including three big hotels (Căprioara, Covasna and Cerbul), treatment center and several restaurants, Hotel Turist, Hotel CARP, a new hotel is being built in this region, too, the restaurant called Ca La Mama Acasă, Kádár and Casa din Parc Pensions, the mofettes in Petőfi Sándor street and other objectives from Libertății square like banks, shops and distraction places like Balta Dracului, etc..

The third is the tourist center including Hotel Hefaistos and Dacia, connected to the center of the city by Rákóczi and Unirii streets, and other buildings like Andrea's Pension, Hotel Montana in Tóth street and the concrete foundation of a hotel near Hotel Montana.

There are three other pensions in Ștefan cel Mare street called Schneider, János și Bíborka and another in Hankó Valley called Gál-lak.

All in all, the following **accommodation possibilities** function in Covasna with the following capacity:

Name and type of the unit	Number of rooms	Number of places	Comfort Grade (stars)
Hotel Căprioara	140	265	***
Hotel Cerbul		210	**
Hotel Covasna		235	**
Camping "Valea Zânelor"	42	168	*
Hotel CARP	37	83	*
Hotel Bradul	85	160	**
Hotel Montana	252	500	**
Hotel Turist	20	44	*
Hotel Hefaistos (corp A + corp B)	130	250	**
Pensiunea Schneider	6	15	**
Pensiunea Egyed	4	10	**
Pensiunea János	3	5	**
Pensiune Andreas	3	7	**
Pens. Biborka	2	4	
Pens. Gál-lak	4	10	
Pens. Casa din Parc	8	16	
Pens. Casa Enea	6	12	
Pens. Adriana	2	4	
TOTAL number of accom.		1998	

As indicated by the table above, there are many accommodation possibilities in Covasna with almost 2000 places, including the ones with sezonal character from the camping indicated.

Also, hotels are dominant from the point of view of accommodation type. One third of the total number of places is belongs to the three hotels owned by S.C. Turism Covasna S.A. Commercial Society. Hotels offer about 90% of the total number of places which means a very strong concentration. Certain categories, like villas or youth hostels do not exist at all. The only camping is of a relatively small size and it is too modest in services, even within its own category.

According to the local statistical data (2005), in 2005 there were 2269 number of places in the 12 accommodation possibilities of the city, out of which 9 were hotels.

Very few of these have superior classification: two are 3* but none have classification above this. Categories 1* and 2* do not correspond qualitatively and from the point of view of market demand. It is a well known fact that most of the accommodation possibilities of the city are used for social tourism, that is, resort and treatment tickets financed (in part) by the state and designed mainly for the third age group. This client segment will spent no money to complete the services included in the ticket price due to personal financial shortage. This will cut off the proper functioning of the consumption and income multiplier. In addition, none of the suppliers' of goods and services will benefit from tourism.

Alimentation structures function as part of the hotels listed above.

Name and type	Location/Address	Number of places	Category
Restaurant Căprioara	In Hotel Căprioara	180	I
Restaurant Covasna	In Hotel Covasna	210	II
Pizzerie-terasa Cerbul	In Hotel Cerbul	100	II
Restaurant Odisea	Zânelor Valley	70	II
Restaurant Bradul	In Hotel Bradul	100	I
Restaurant Montana	In Hotel Montana	250	II
Restaurant Turist	In Hotel Turist	100	II
Restaurant Dacia	In Hotel Dacia	232	II
Restaurant Hefaistos A	In Hotel Hefaistos A	100	II
Restaurant Ca La Mama Acasă	Școlii street	50	
Restaurant Keops	In Pension Kadar	40	**
Restaurant Casa din Parc	In Pension Casa din Parc	32	
Total nr. of alim. places		1464	

The number of alimentation units is almost equal the number of accommodation units mainly if we take into consideration the units which do not offer cooked/hot food like bars and confectioner's. Once gain, with respect to alimentation infrastructure and services the problem is one of qualitative nature. There is no special culinary cuisine (obligatory in case of the tourist sector) like Hungarian/Italian/Mexican cuisine, no fast food (there is one unit which offers sandwiches and cookies) and no wine bars etc.

The **tourist treatment structures** offer external cure possibilities, mainly. Treatment centers different in terms of modernization level but are similar in terms of the services offered (mainly therapeutic, not prophylactic). According to the study conducted in 2002 by INCDT in Covasna the following type of procedure exist:

1. Natural procedures: carbonated baths, mofettes.
2. Electrotherapy: diadinamic currents, ultrasound, neuroton, interferent currents, magnetodiaflux, short waves, aerosol.
3. Hydrotherapy: hydro- galvanic baths, underwater shower and massage, Jacuzzi, affusion.
4. Thermotherapy: paraffin coating.
5. Kinaesitherapies: active exercises, active-supportive exercises, passive exercises
6. Aerotherapy (air with negative ions)

According to the INCDT, at S.C.T Covasna with a capacity of 560 places there are 1.000.000 procedures annually:

In this center the following treatments are provided:

Name	Location	Services
S.C.T. Covasna	La parterul hotelurilor Căprioara/Covasna	Medical diagnosis and analyses laboratory, carbonated baths, electrotherapy, hydrotherapy, thermotherapy, sauna, fitness, pool, massage.
Bradul	Hotel Bradul	physiotherapy, carbonated baths, mofette, electrotherapy, galvanic baths, masage
Dacia	Hotel Dacia	physiotherapy, carbonated baths, hydrotherapy, mofette, electrotherapy, galvanic baths, massage, fitness, pool
Montana	Hotel Montana	Electrotherapy: diadinamic currents, ultrasound, neuroton, interferent currents, magnetodiaflux, short waves, aerosol. Hydrotherapy: hydro- galvanic baths, underwater shower and massage, Jacuzzi, affusion. Thermotherapy: paraffin coating. Kinaesitherapies: active exercises, active-supportive exercises, passive exercises
S.C.A. Hefaistos UCECOM	Hotel Hefaistos	diadinamic, Electrotherapy, ultra sounds, aerosol, magnetodiaflux, galvanic bath
Mofette Bene	Petőfi Sándor street	
Mofette Bardócz	Petőfi Sándor street	

Last, but not the least, we must mention the Hospital for Cardiovascular Diseases Zânelor Valley, which treats the following chronic diseases for patients:

- Arterial Hypertension
- Ischemic Cardiopathy
- Pectoral Angina
- Cardiac Infarct
- Circulatory Insufficiency
- Varicose Vein
- Cardiac Arrhythmia
- Insufficient Cerebral Circulation

Distraction units are very incomplete. There are a few discos and cafés, bars. There are no active recreation services like ski (there is a ski run but it is not in function), skating ring, bicycle road, rafting, tourist roads and signs, swimming pool etc.

2.4.7. Institutions and Services

The urban functions are the most important functions which define the life of a town. The two most important types are the central/fundamental and the non-fundamental ones. The first category is meant to insure the correct and non-problematic functioning of the town and it includes transport, access to the location, job offers, commerce and basic goods (food and clothing) while the second category is meant to contribute to the increase of the life-standards of an urban location and it includes units like the socio-cultural centers, out of which the town may function but it loses its attractive power, mainly if these functions are not provided anywhere in the neighboring locations.

Covasna has always been the center of Orbai Chair. As such, even in times when it did not have city rank it has fulfilled the role of the cultural center for the localities of the neighborhood. Today it is one of the five cities of Covasna County, and though it is situated in the gravitational zone of two important cities of the county, it has some major urban and intangible roles.

Housing, Education and Health: we have already described certain aspects related to these functions and we concluded that related to housing Covasna has to carry out some development both in case of public flats and private housing (which remind us of more like of villages) in order to modernize the city

Economic, Financial (income/salaries) and Transport Functions: details in the following chapters. Though Covasna is a little city, there is local transport and it has good job offers in the tertiary sector which is a very important condition of post-industrial urban development.

Administrative, Commercial and Cultural Functions:

In the following we will list the offices of the Covasna Mayor's Office in order to show the functions the institution can fulfill:

Financial Center: Tax and Accountability Compartments.

Public Social Assistance, Local Administration, Secretary and Public Relations Office

Public Relations and Civil Services

Local Public Transport, Commune Goods and Consumer Protection

Environment Protection Office

Agricultural Office

Commune Police Station

Other Offices: Juridiv Office, Commune Office, Sports' Office, Youth Council and Information Office, Civil Protection Office etc.

Interestingly, certain basic functions, which would be absolutely necessary since the character of the city is basically touristic, are absent: tourist information office, organizing cultural and recreational programs, investment coordination office, strategic development office. However, we are aware that the size of the city does not allow all these developments.

The Mayor's Office has 125 employees, out of which 44 work in the Mayor's Office (22 publicemployees), 17 are local councilors, 28 social workers, 12 temporary employees (on the

basis of law 76, the library has 4 employees, there 7 7 firemen, 7 commune goods, 6 herdsman

The **commercial function** includes the financial functions, too. In Covasna there is an agro-alimentary market, 35 mix shops, 30 specific shops, 4 commercial units, 1 tourist agency, 1 exchange house, 1 real estate agency, 6 banks: Raiffeisen Bank, Banca Transilvania, BRD-Societe Generale, BCR, CEC, Cooperativa de Credit Banca Populară. There is a second-hand shop, which indicates the poverty of the population and services like: 1 washing center, 12 hair stylists, repairing yards, construction offices, house painter, photo shops, car-washing and dressmaker. All in all, the commercial functions and units of Covasna are well developed; only the tourist information office needs to be developed.

Other urban functional institutions: public notary, police station, treasury, labor force office, firemen, representative offices of Distrigaz Nord, Electrica, Agricultural Ministry, Romanian Waters. There is no judiciary office, no passport services, no pensioners' office, consumer protection- which can be accessed in Târgu-Secuiesc, but mainly in Sfântu-Gheorghe.

Civil society and culture: it seems to have an invisible activity in the sense that many times its activities are performed without a central office and without official support. As we have already mentioned, there are several churches, one library, a museum (in Chiurus) and two cultural centers, but, in fact, none. This means that the cultural center in Libertății Square has another role (hotel) and in the building of the library, where it is performing its function at the moment, it does not have a room for performance. According to the plans, it will be moved to the city movie hall where, in the present, a disco is in function.

The cultural life is quite disorganized, the city does not have a theatre, plastic arts' office, no galleries, no popular or modern bands, all necessary in a tourist destination.

There are several associations meant to organize cultural and charity activities and there is an English medium nursery: Diakónia, Fábíán Ernő Socio-cultural Association, Szent Alajos Association, Mayflower Association. There is a sports association (A. Carpați), which supports the local football team but it does not function at the moment. INFINITY is an

association for the youth which organizes mainly sport programs. Other associations: Kőrösi Csoma Sándor Cultural Association, "Justinian Tculescu" Christian Cultural Association, Inimi Curate Assciation- choir for kids, Pastoral Association –choir, Hunters' and Fishmens' Association, children's actor club, roman catholic and protestant church choirs- the latter ones do not have official status.

All in all, Covasna has a very underdeveloped cultural infrastructure, there are quite a few units absent.. Nevertheless, there are several local initiations which prove the dynamism of development of cultural institutions.

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2.5. TOURIST ATTRACTIONS

2.5.1. Anthrop(olog)ical Tourist Resources

From the point of view of material and spiritual culture Covasna is very colorful and rich, a characteristic that increases the value of the location as a tourist center. Archeological vestiges such as architectural monuments and memorial houses remind the tourist of the historical past of the location. An outstanding characteristic is the high number of churches in the region, almost every location has at least one church. An addition, there are a lot of castles and villages fortresses. Ethnographic and folkloric elements also have a long tradition not only in the close neighboring locations but in the region of Întorsura Buzăului – Sita Buzăului, which have a very rich ornamental and sculptural environment

2.5.1.1. Cultural Manifestations, Traditions, Folk Art

Covasna

- Covasna Cultural Autumn Festival
- Covasna City Days, 14th to 16th September, 2007.
- “Nedeia mocănească de la Voinești” (Local Traditional Dance) annual program, on the 20th of July- St. Elias: local customs and traditions, local folk bands. In this village traditional folk instruments/technologies are still being used water mill.
- Trabant cars’ Meeting, organized by Autocrono Association
- off-road car competition
- brass-band orchestra’s performances

Comandău:

- *Artistic folk products:* folk homespun

Zăbala:

- *Artistic products:* Sekler folk dances

Zagon:

- *Folk installations and techniques:* water mill.

Cernat:

- Folk art: wood processing
- Traditional manifestations: Ika Fortress Folk Festival (annually in July) and “Freşaug” carnival (winter time).

2.5.1.2. Old churches**Covasna:**

- Protestant church in the center of the city built between 1812-1815 on the place of the previous church built in 1754 and demolished in 1802 by an earthquake.
- “Sf. Nicolae” orthodox church, built in 1800. With original wall paintings.
- The catholic church was built between 1914 and 1922.
- ‘Skewed Plan’ (*Planul Înclinat*): the ingenious installation conceived by the “Obach” firm from Wien. The exact date of construction is not known; however, the installation was in use from the 1890’s on for the transportation of material (on a distance of 1231 m), mainly wooden material and its advantage was that it functioned on the basis of gravitational principles and so its use was very cheap. Also, it had the very important ecologic advantage that it was silent and did not produce any kind of pollution. It was the only installation of the type in Romania and one of the few in Europe. Having been connected to the system of industrial transport of almost 200 km long, which connected Covasna, Comandău, Negoiu, Munții Vrancei and Întorsura Buzăului, in its time the ‘Plan’ has been very practical and useful. It was in function till 1999.

Chiuruș:

- Protestant church built in 1779 with a tower in gothic style.

Târgu Secuiesc:

- Roman catholic church, built in 1795 in Baroque
- Protestant church built in 1782 style
- biserica romano-catolică, construită în anul 1795, în stil baroc;
- biserica reformată, construită în anul 1782;
- “Adormirea Maicii Domnului” orthodox church, built in 1783;

- The monastery of minorities, built in 1795
- The Central Square with a remarkable plastic art value and urban structure completed by the common courts and tight streets of craftsmen's houses which all take to the square.
- The building of the previous military school, built in 1819 in Neoclassical style.

Ghelintă:

- Fortified church built in the XIII century, UNESCO world cultural patrimony with paintings from the XIV and XV century which tell the legend of St. László King, Alexandriai Szent Katalin, and the scenes of Christ's passion .

Cernat:

- Folk fortress, built from the XII century on and which has served as refugee during the time of Turkish invasion. It has a church built in the XVI century.

2.5.1.3. Historical Monuments and Museums

Covasna:

- "Sf. Nicolae" orthodox church, built in 1800 will original wall paintings.
- The protestant church has two Sekler gates which were made to celebrate the 150th anniversary of the fight for liberty and the liberation of the North of Transylvania in 1940. In the front of the church there is a memorial parc.
- Commemorative plaque of the writer Ignác Rózsa, who was born in the city.
- In the center of the city: the statue of Kőrösi Csoma Sándor, a pioneer of exploring the East, the writer of a English-Tibetan dictionary and the writer of the first Tibetan grammar.
- Kádár House: gallery.

Chiurus:

- The statue of Kőrösi Csoma Sándor

Târgu Secuiesc:

- The museum of g(u)ilds, founded in 1969, with historical sections, too.

Cernat:

- Hasszmann Pál Museum: technical, folk architectural and ethnographic museum with an exposition of folk costumes and agricultural instruments from the XVII century, in the manor house of Domokos Gyula built in 1831.

2.5.1.4. Archeological Vestige

Covasna

Cetatea Zânelor archeological reservation, Dace fortress built between I BC and I AD of rock and earth and with defensive tower. In the court of the fortress weapons, iron instruments, Roman coins and ceramic objects were found. It was one of the main elements of defense of the zone and its construction needed extraordinary social and economic effort. Also, it was an important politico-military center, a regional center and a place of refugee in case of invasions. Being situated at the meeting point of different regions, it could have served as communication point of Transylvania, Moldova and Muntenia. The legends born about the fortress has attracted people of different culture and architectural treasure hunters, too.

Brețcu:

- The border of the Sekler Country for 1000 years.
- Rákóczi fortress at the entrance point to the Oituz Pass, built by I. Rákóczi György.

Cernat:

- The ruins of Ika fortress, built in the XIII century. Today only the mangled tower can be seen.

2.5.2. Natural Tourist Resources

Covasna County benefits of the existence of a valorous tourist patrimony, to the beauty of which natural resources also contribute. Both on the individual and group level the components of the natural resources are favorable for conducting several tourist activities.

2.5.2.1. Relief

Since it is a mountainous territory covered with woods and pastures and it is surrounded by the Covasna basin, the relief of the area has several altitude differences. This natural background is a perfect place for recreation, rehabilitation and offers a variety of distraction possibilities both summer and winter (in winter, mainly Comandău).

2.5.2.2. Mineral Waters, Mofettes

Bicarbonate, carbonated, hydrochlorid, sodic, iron mineral waters and therapeutic mofette gas- all the products of post-vulcanic activity, make Covasna a resort with European value used mainly for the treatment of cardiovascular diseases. The high concentration of CO₂ make Covasna the first in its category in whole Europe since it passes through the concentration of gases from Grotta di Cani – Italy (one of the most popular in Europe) with 24% - 34%. Since it is a place of extreme wealth concerning gas emanations (many mofettes which can give places to more groups simultaneously), with the high number of natural sources, with the presence of mineral waters and many private mofettes, too, it is the perfect location for a health tourist center.

It is recommended for the following therapies:

- cardiovascular diseases
- digestive problems
- hepato- biliary problems
- all related

The richness of hydro-mineral resources and the mofettes are manifested in the presence of 79 drillings, 6 wells, 7 natural springs and 4 gas emanations. Out of these 46 are important for health tourist manifestations, too. The calculations show that on the annual level only 34% of the mineral water resources is used and 54% in the top period. Regarding the mofettes, the same index is of 68%. This information is necessary for the case of seeing the disponibility of of the sources and the possible future development of the center.

The geologic reservation “Balta Dracului” is source of carbonated mineral water, mixed with mud, a ecologic phenomenon which attracts many tourists.

2.5.2.3. Climate, Vegetation and Hydrographic Characteristics

The particularities of the climate are important curative elements due to the negative ions of the air and it contributes to the effect of the other treatments.

The width of the snow layer can go up to 2 m and it is maintained for apr. 120/year (Comandău and its neighboring area). This is advantageous for developing winter sport services and for the creating of a winter sport center which would attract the tourist of the surrounding Transylvania cities and not only.

Hydrographic elements are an important component of the geographic environment, mainly the area of Covasna and Bâsca Mare rivers.

Vegetation: resinous woods occupy a big part of the area and have a major influence of the climate of the zone and the ionization of the air. As such, it helps the creation of a healthy, non polluted background for health tourism. The consequences of the disastrous tempest which have destroyed the woods of the zone have been partially treated by re-planting the woods of the territories affected (1500 ha).

Fauna: bears, foxes, wild boar, stag etc. A hunting center (29 Zagon) has been created on a territory of 12.879 ha, where people can hunt or follow animals on the basis of allowance certificate.

Ichtiofauna of the mountain rivers is another point of attraction since it provides fishing possibilities.

2.5.2.4. Limithrophe Natural Tourist Resources

- Attractive natural environment in a mountain area
- The banks of the river Olt, 20 km long, from Bixad to Malnaș and a part of Racoș;
- Mineral waters from Bodoc, Biborțeni, Malnaș, Balványos, Șugaș, Vâlcele, Ozunca etc.
- SF Ana volcanic lake

- National, geologic, botanic reservation "Mestecănișul de la Reci"- (10 km²), and ponds with
- Paleontology reservation 'Bătani' – fossils from the Pliocene superior – 2 ha;
- "Muntele Puciosu – Turia"- natural reservation: mountain caves of which the longest is of 14m and with CO₂ (post volcanic emanations). Near to it the cemetery of birds called "Cimitirul păsărilor" and the "Peștera de piatră acră" cave
- 'Moacșa' wood reservation – chestnut trees.

2.6. ACCESSIBILITY OF COVASNA AND RELATIONSHIP STRUCTURE OF THE TERRITORY

Covasna is situated in the geographic center of Romania, in the bend of the Carpathians, in the South-East of the Transylvanian Basin. This geographic localization confers it a strategic position from the point of view accessibility and connection with other regions of the country.

Unfortunately Covasna is not connected to any road system which would facilitate its communication and its relations with Moldova and Muntenia. Moreover, the existent public roads and railway lines are in a deplorable and underdeveloped state (the road between Zagon and Întorsura Buzăului).

Access to Covasna is possible through railway and through public roads. A non-electrical railway line connects Covasna to Brasov, more specifically, to major line 400, conducted by a private commercial society at the moment. This means a number of 4 routes daily, out and home on route Sfântu-Gheorghe-Covasna-Târgu Secuiesc-Breţcu, that is, 8 routes a day as a passenger train. From Sfântu Gheorghe there are 28 trains in each direction out of which one is intercity (out and home) and one is international (Braşov-Budapest). Another possibility to reach Covasna is from Brasov, wherefrom one can take two international trains in the direction of Curtici or Episcopia Bihor (border locations), and trains to the biggest cities of the country (Bucureşti, Timişoara, Arad, Oradea, Cluj, Satu-Mare, Iaşi, Constanţa).

Roads DN 13 E and DN 11 make the connection of Covasna with Brasov (56 km).

On public roads one can reach Covasna through the lines listed in chapter 2.4.2. (Transport Infrastructure), out of which we have underlined the following:

1. DN 13E, which makes the connection with DN 11 and then with Sfântu-Gheorghe. DN 11 is a major communication road between Transylvania and Moldova, it is the major transport road between the two locations. Also, ob road DN 11 one can get to Brasov.
2. DN 13E makes the connection between Covasna and Zagon and further to Întorsura Buzăului, but it is in a very bad condition.
3. Another important road is DJ 121, which makes the connection with municipium Târgu-Secuiesc and to DN 11.

On these communication lines there are more than 60 commune transport routes, from and to Covasna, the majority of them on weekdays but many of them in the weekend, too. These routes make the connection of Covasna with other cities of the region: Târgu-Secuiesc, Sfântu-Gheorghe, Braşov, Miercurea-Ciuc. We do not have information about international courses to and from Covasna.

Bacău is the closest airport to Covasna on the distance of apr. 2 hours. From Bacău there are 4 direct flights to Torino per week, 6 flights to Rome, 1 to Barcelona- in total 11 international direct and a lot of national flights to Bucureşti, Suceava, Timişoara, Sibiu, Cluj, Other destinations: Ancona, Athena, Bologna, Bruxelles, Frankfurt, Istanbul, Londra, Madrid, Munchen, Paris, Veneţia, Viena. There are 3 air companies in Bacău, namely: Tarom, Carpatair and Blueair.

On a distance of 200 from Covasna (3 hours to travel) there are other airports, too in Sibiu, Bucureşti and Târgu-Mureş.

An excellent opportunity would be the airport from Ghimbav, near Braşov, which would make the airway transport system much closer to Covasna (less than 60 minutes) and which is a very important step of internationalization of the tourism from Covasna.

On the basis of the transport, economic, commercial, social and cultural aspects that we have described so far it can be deduced that Covasna is in relations mainly with cities Târgu Secuiesc and Sfântu-Gheorghe and to a lower degree with Braşov and Miercurea-Ciuc.

These relationships are subordinate in character, that is, the problems that can not be solved in the location are handled in one of the ones mentioned before. Also, Covasna is in tight connection with the rural locations of the region for which it fulfills the same role of satisfying needs and solving problems: education, hospitalization, commerce, bank services, paying bills of electricity, gas and telecommunication, access to certain services like reparations, and, on the other hand, it is the cultural and political center of the neighboring locations like Comandău, Păpăuţi, Zagon, Pachia, Brateş, Telechia, Surcea, Tamaşfalău, Zăbala, which, in total, has a population of almost 13000 inhabitants.

The distances on road between Covasna and the cities of the region are the following: Târgu Secuiesc 21 km, Sfântu-Gheorghe 31 km, Miercurea-Ciuc 72 km, Braşov 56 km.

The distances on road between Covasna and the biggest cities of the country are the following: București 230 km, Arad 467 km, Cluj 348 km, Oradea 500 km, Bacău 137 km, Iași 264 km, Suceava 285 km, Constanța 493 km.

On the basis of the ones presented above one can deduce that Covasna is situated at a very good geographic point since it is located at a distance of at most 500 kms from the biggest town of the country.

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2.7. SOCIAL PROBLEMS AND CONFLICTS

The transition from the planned economy to market based economy had many advantages but unforeseen disadvantages, too in the countries from Central and East Europe. Neither jobs nor pensions are granted any more. Although many have benefited from the changes that took place, the general life standards have decreased and poverty and unemployment rate have increased. People were forced to experience the insecurity of income and the previous protection system which was meant to take care of the persons in need of social support (handicapped, old people and families with many children) became irrelevant and inapplicable as a result of lack of instruments.

One of the functions of this strategy is to make an analysis of the social problems and tensions. For this reason we have visited many local institutions and have consulted experts in relation to social problems.

2.7.1. Infrastructure for Social Services

Social assistance was organized by an institution which in 2004 had the following activities: social help canteens, twilight home, rehabilitation and recuperation center for handicapped children, placing centers, education institutions like nursery, schools, reeducation centers.

The insufficiency of the financial support given to the social assistance centers limits their work in big. Many of the buildings in which these offices are situated need rehabilitation of the walls and the construction of new units are necessary, too. In Covasna there are no such institutions, the needs of these people are being satisfied in the neighboring towns.

In the town there are two deacons in help of those need help.

There is also an orphanage, organized by the well-known father Bőjte Csaba from Deva, with 30 children adopted, named Apor Vilmos.

2.7.2. Handicapped Persons

Handicap is a social attitude that prevents the person to be an equal member of a society. At the moment there are 157 handicapped persons out of which 9 are children and who get financial support from the state on the basis of the degree of their deficiency. There are three different degrees of handicap indicated:

Grade	Nr. of persons	Financial Support Value
Grad 1	70	259 RON
Grad 2	75	207 RON
Grad 3	12	30 RON
In total	157	

The valor of the financial support includes a part of the TV and radio subscription, too. Interestingly, the persons who look after these handicapped persons get the minimum amount of salary from the state and their work is official.

Unfortunately there is no institute in Covasna which would host these persons in the adequate manner. As a matter of fact there are only two such institutions in the whole county, one in Târgu Secuiesc and the other in Lemnia, but their capacity is extremely limited.

There must be social collaboration of the whole population of the zone to make the life of these people easier. Special services and programs should be organized.

2.7.3. Persons with Neuro-psychological Problems

In 2004 the number of persons registered as has grown twice in Romania with a number of 1100 people/100 thousand people according to the data of World Health Organization. On the global level Romania is on the third place, the first being Estonie (2019) and the second being Slovakia with a number of 1485 cases.

In Covasna the situation is very good from this point of view since there are two people registered as having neuro-psychological problems.

2.7.4. Elderly People

Countries in which the third generation is getting bigger in number have to face a serious challenge. The USA has this problem, too and as a matter of fact, the integration of elderly people is an obstacle that needs to be overcome.

In Covasna the number of elderly people above 64 years is of 1424, which is the 12% of the total population of the city.

This presupposes an increased level of medical support that is provided for this category of the citizens.

The distribution of elderly people in different life conditions calls for the diversification of the services. Home provided services contribute to the prevention of the marginalization of these people and supports their reintegration in the society in terms of administrative and juridical functions, self-support and food and clothes' provision.

Up until the club of elderly people has been founded, the meeting point of these people was the statue of Kőrösi Csoma Sándor, where they could talk about their needs and problems for each other. As a result of this the Local Council has gave them a room so as they had a place where they could organize their programs. These meetings encouraged them and gave them the opportunity to find solutions to their problems together.

Unfortunately there is no parish for these people, there is no special center established to nourish the handicapped persons. There is a single non-governmental organization which offers home services. As such, there is an urgent need for a center where young and older handicapped persons would have the possibility for socio-educational trainings. The fulfillment of this plan needs close cooperation with the local administration and other non-governmental and international organizations.

2.7.5. Gypsy People

The present generation of gypsies has a much lower degree of education than the previous ones. 40% of the children who are 8 years old have never attended school or stopped to do so (Statistics from 2002).

The gypsy population is present in Covasna (150 families), too, grouped in the different parts of the city like Dealul Pakó, Str. Brazilor, or Voinești.

There is also another gypsy population in Kőrös (Chiuruș), where out of total 350 inhabitants, more than 200 are gypsies – according to the Mayor's Office evaluations.

The low education level has disadvantageous outcomes not only from the point of view of jobs, but from the point of view of cultural and spiritual manifestations, too.

Vandalism is one of the things mentioned related to them by locals and as a result of which communication with the locals and their modernization is highly problematic. Group level deficiency of capacities is a great challenge of the local administration and of the support programs. Exclusion from the job market contributes to their continuous poverty and to the degradation of their life standards.

The catholic church intervened several times but without any success. The majority of them is of them have only seasonal jobs and collect fruits or mushroom in the forest. Another part of them consider themselves to be merchants.

2.7.6. Family Violence

Violence in the family includes any kind of physical or verbal action of one person against the other in the family and which provokes physical, sexual or physical pain. One of the explanations given to this phenomenon is the dominance of the man over the women in the patriarchal type of family.

Statistic data is provided on the basis of a questionnaire carried out in classes VI, VII and VIII in several schools in 2007. Almost all of the children declared that violence is not unknown to them.

Children who live in violent environment get aggressive themselves, too since they learn, regardless of age, that violence is a way of ruler ship above others. According to the statistics those people who live in an aggressive environment construct such environment.

2.8. ANALYSES OF COVASNA'S ECONOMIC SITUATION

The present situation of the local economy is the most determinant component of the life standards of a resort center and of the unity of the territory of the region.

Identifying and presenting the characteristics of the economic situation was a great challenge for us since there is not enough available data referring to the locality's economic situation and, in addition, the access and interpretation of the data is problematic.

On the basis of empirical observation and a study called (PUG 1997, study INCDT, 2002) we concluded the following:

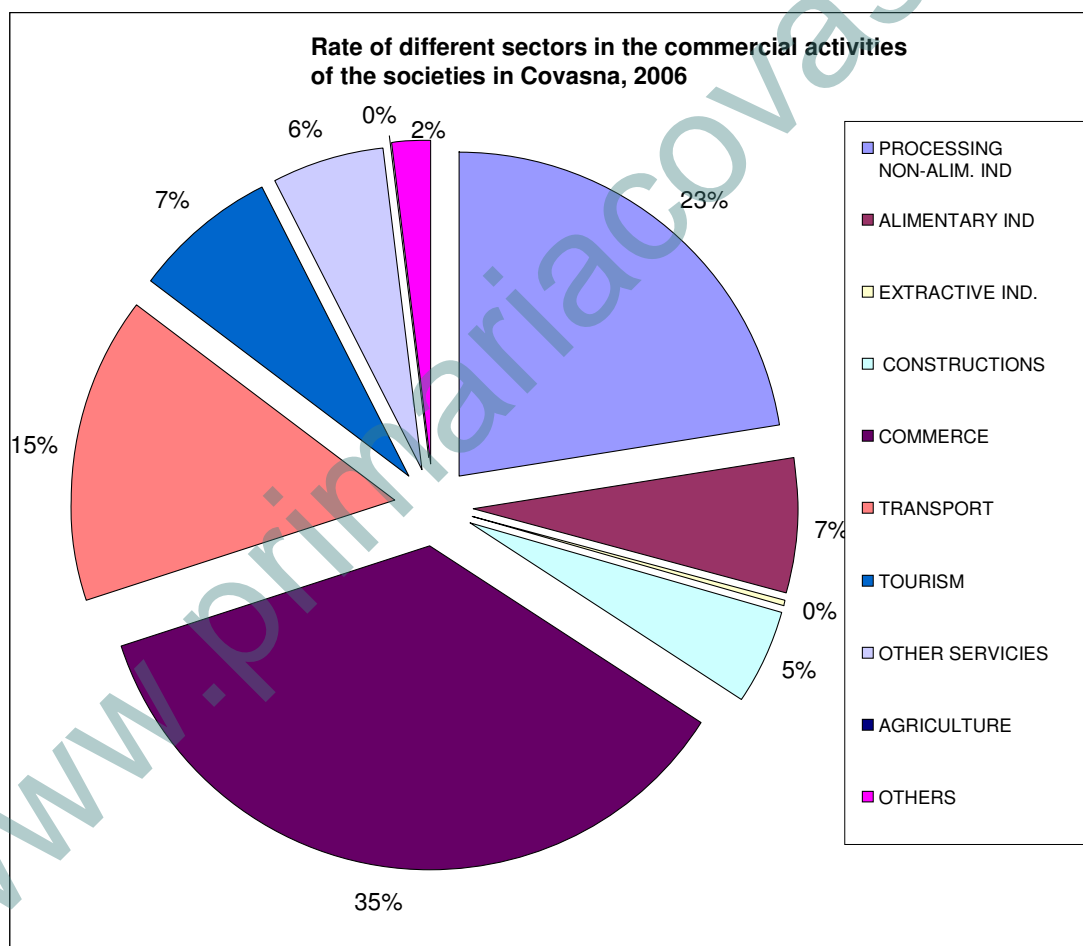
- In Covasna the main societies that contribute to the economic dynamism of the locality are of tourist profile, wood production, transport, alimentary industry, light industry and confectionary. Besides these, there are other minor societies working in the commerce, intermediation, business and supply industry.
- According to financial data there is no agricultural industry in the location. However, the rural character of certain arts of the city, the high difference between active and paid population (see subchapter on labor force, 2.10), the high production rate of agro-alimentary and agrarian goods indicate that there is a substantial agricultural engagement in the location, unofficial, but one which insures medium income for the ones implied.
- Another domain (apparently invisible), is tourism. Although in Covasna there are 9 hotels and several other accommodation units which offer in total about 2000 places, only one society is officially registered in Covasna, which has as major activity "Hotels" (cod CAEN 5510) and other three activities indicated as 'other accommodation units' (cod CAEN 5523).
- That is, the existing tourist offices are either not registered in Covasna (but in another town) or they function with other major profile.
- Economy and its results can only partially be analyzed on the basis of the available data on social activities and companies since there are many commercial activities that have income but do not have an existing economic society profile/form. Such activities are characteristic to the local or central budgetary units (Mayor's Office,

educational and health institutions, for ex.) and which have income from different financial sources like tax, central allocations and the income of which are usually used for local infrastructural investments and infrastructure.

- Similarly to the societies presented before, banks and companies like Petrom (gas station), Romtelecom (telecommunication) etc. have non-evidential activity and this contributes to the possibility of misinterpreting the economic output profile of Covasna.

2.8.1. Structural Analyses of Local Economy

By counting the number of business activities of the economic societies which function in different domains, for year 2006 we get the following table:



Source: private calculations on the basis of the data published by The Ministry of Public Finance, Covasna

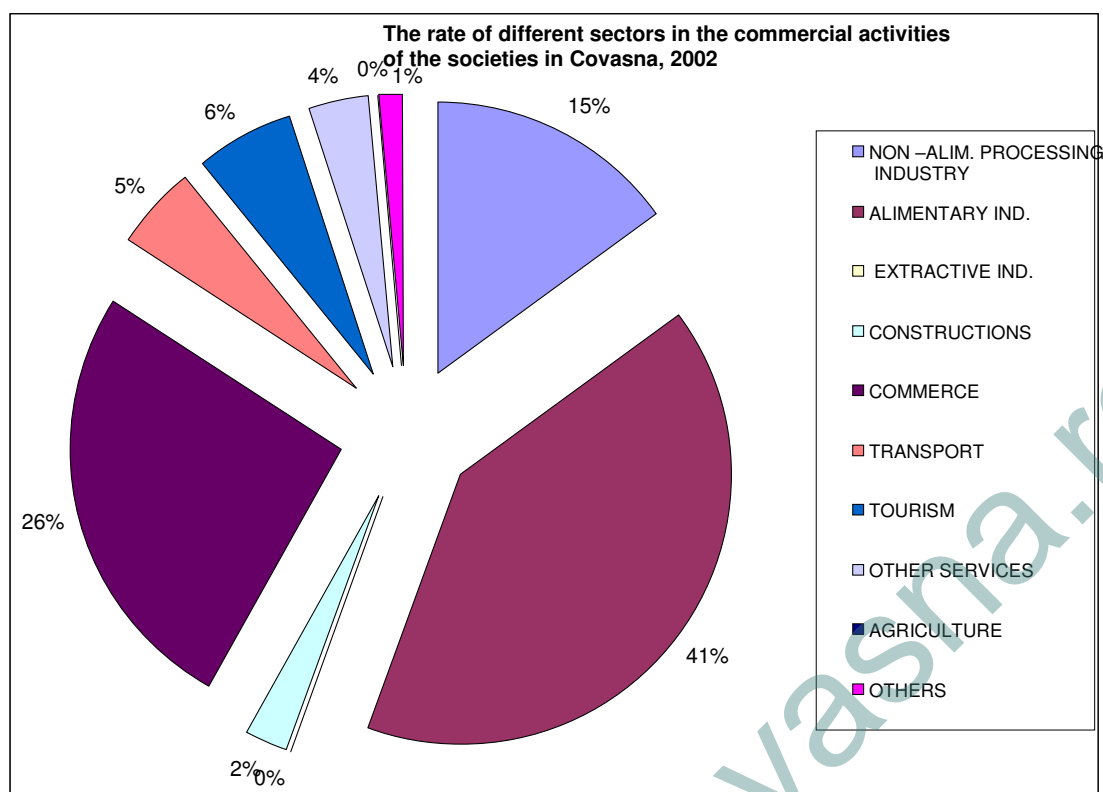
It is interesting to see that tourism occupies only 7% of the total number of businesses in Covasna and that the highest rate are provided by commerce and non-alimentary processing industry.

But if we let aside the shortcomings of these financial data, we can see that the secondary sector, industry and construction make up 35% of the economic structure of the city. Commerce, transport and other services make up 65% and the primary sector (agriculture and extractive industry) do not have almost any part in the total number of business activities of the city.

This is in contradiction with the empirical observation that we have made in the city but correlates to the data on paid labor force which indicates that 1% of the total number of paid people (2005) but not the number of employed people works in agriculture- which is the double number of rate from the preceding years.

Leaving aside the observations made before, we claim that the economic structure of Covasna is 'healthy': it is represented mainly in the tertiary and secondary sector but not represented at all in the primary sector, which is absolutely indispensable for the future urban modernization of the locality

In comparison with the previous years we have the following changes in the sector structure:

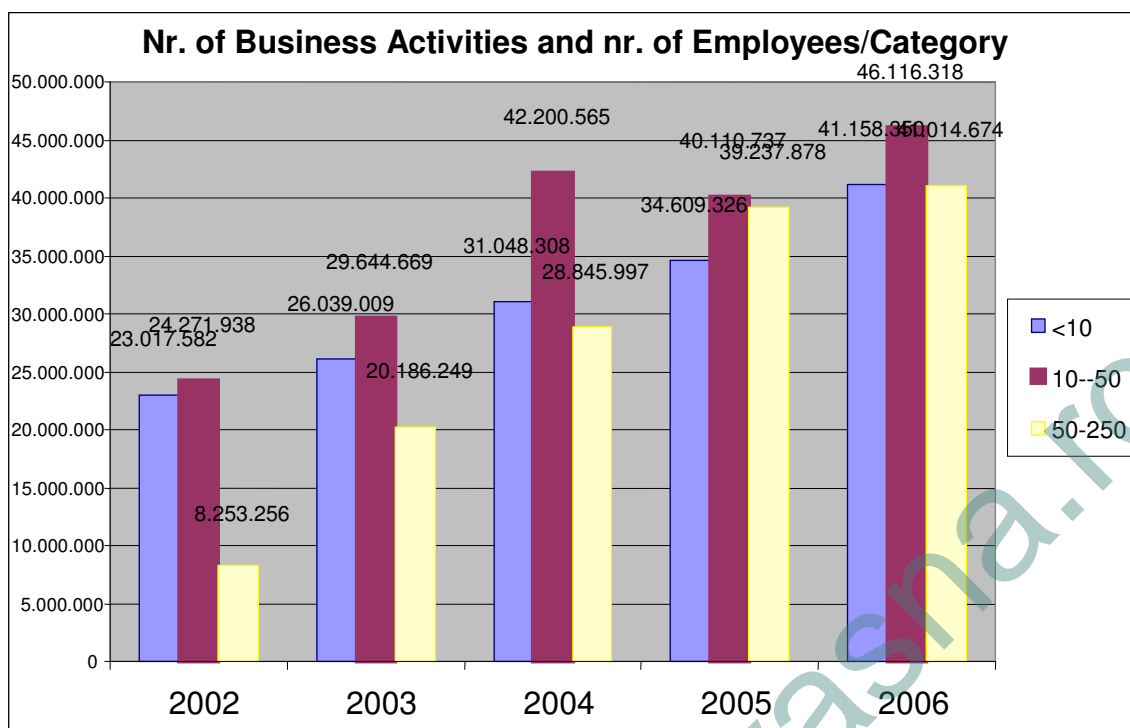


Source: private calculations on the basis of the data published by The Ministry of Public Finance, Covasna

If we compare the data of this table with the one presented before, we can see that the processing non-alimentary industry (textile and wood), transports, constructions and commerce have gained some new fields in the period from 2002 to 2006 and the one which has lost some field rate is the alimentary industry (from 41 to 7%). This decrease can be absolute and in the case of other sectors, which are apparently increasing, may mean an absolute stagnation. In a situation of general decrease in the local production it might relatively increase.

On the other hand, if we compare the 2002 number of business activities of the commercial societies registered in Covasna (94 millions of RON) with the one in 2006 (apr. 128 millions RON) we notice that the economic production was stagnant in the period indicated and, moreover, it has decreased since the 36% increase is due to inflation (an annual 10% between 2002 and 2006).

Another possibility in analyzing the dynamics of the local economy is to compare the number of business activities of the societies with personnel capacity.

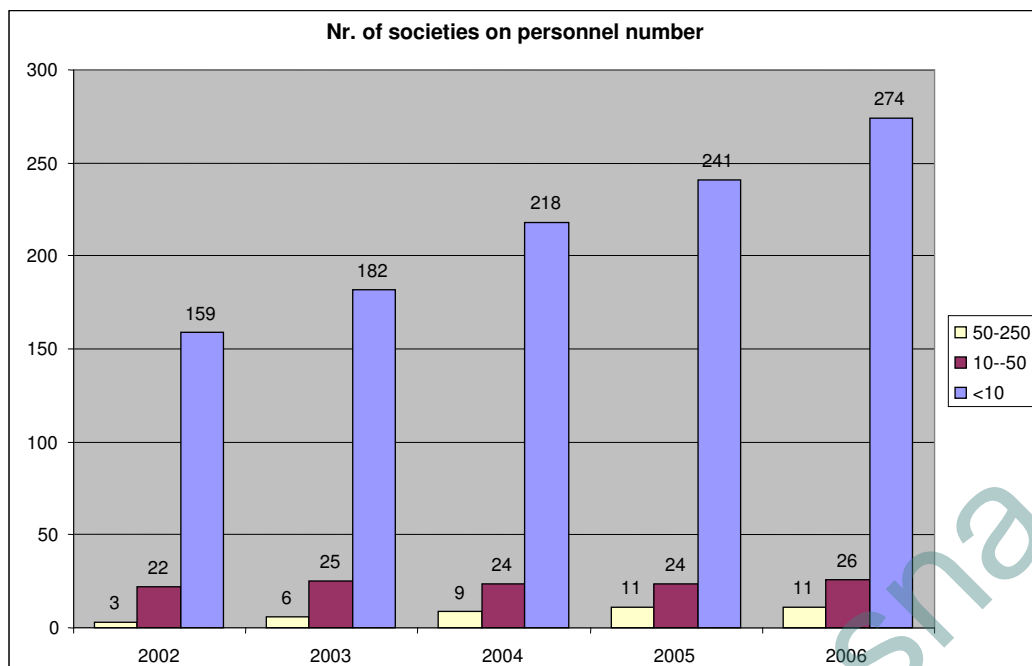


Source: private calculations on the basis of the data published by The Ministry of Public Finance, Covasna

Firstly, it is interesting to see the difference in business activities between the categories: in 2002 only a little part is occupied by societies with less than 50 employees. This number goes up to 1/3 in 2006. as a matter of fact, this category increases the fastest. Similarly, the number of societies which have a personnel between 10 to 50 persons also increases and is almost doubled in this period (the commercial activities of the big companies increases in 500%. The commercial activities of the little companies with less than ten employees increases the lowest, with about 80%.

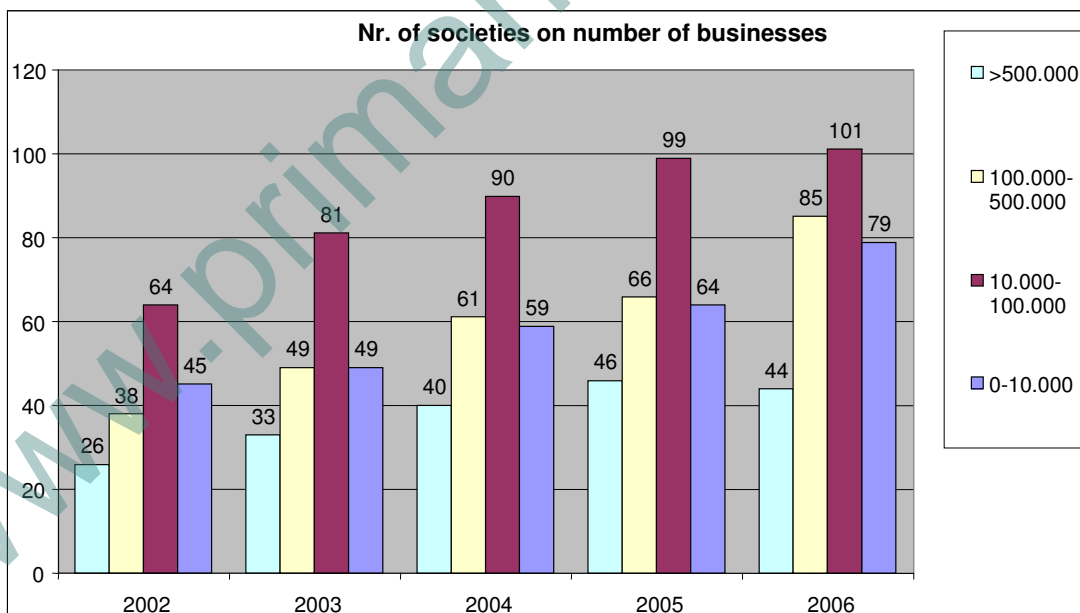
This comparison may indicate that economy accentuates the societies with less than 250 employees, that is, those sectors which have a good financial and human basis.

These presuppositions are supported by the comparison of the number of societies, too. We have made a classification of societies on the basis of the number of personnel:



Source: private calculations on the basis of the data published by The Ministry of Public Finance, Covasna

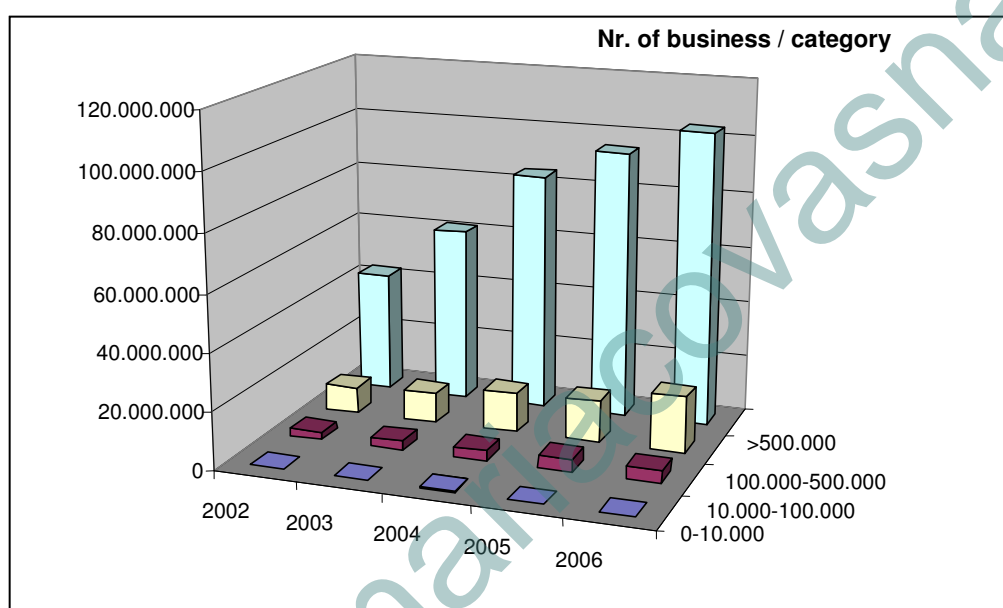
In the last five years, the number of societies with more than 50 employees has increased from 3% to 11%, but this is still not enough. The number of societies with less than 10 employees has increased with 115 in number, which is an increase of 72%, and the category with between 10 and 50 employees has stagnated in number.



Source: private calculations on the basis of the data published by The Ministry of Public Finance, Covasna

The number of commercial societies with a number of businesses of 500.000 RON has increased in number, but the highest number of increase has been registered in case of the ones with commercial activities between 100.000 and 500.000 (doubled). The number of societies has increased from 173 to 309, which means a revival of local economic background, mainly since many of these societies have more than 100.000 RON commercial activity.

If we analyze the number of businesses/category, we can see that the bigger societies with more than 500.000 RON have produced the majority of the output in the period analyzed, that is, 78% in 2002 and 81% in 2006- which means high increase in the income rate.



Source: private calculations on the basis of the data published by The Ministry of Public Finance, Covasna

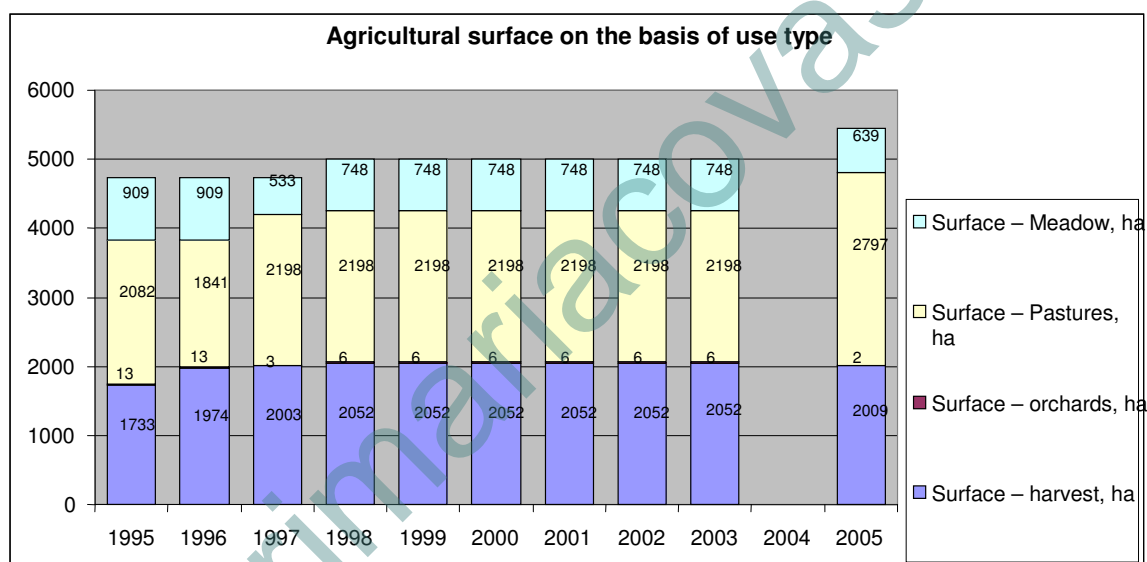
In Covasna there are no big commercial societies, only minor and medium enterprises. The condition for passing Intermediate Size Enterprises (see law 346/2004) is to have more than 250 employees and to have an annual number of businesses of above 50 millions of EURO. In the years 2003, 2004 and 2005 there was only one company which has been able to pass once 250 and to have a number of businesses between 2,0 and 2,5 millions of euro, once.

The first 10 societies in 2006 on the basis of the number of business activities functioned in the following domains:

1. Goods transport

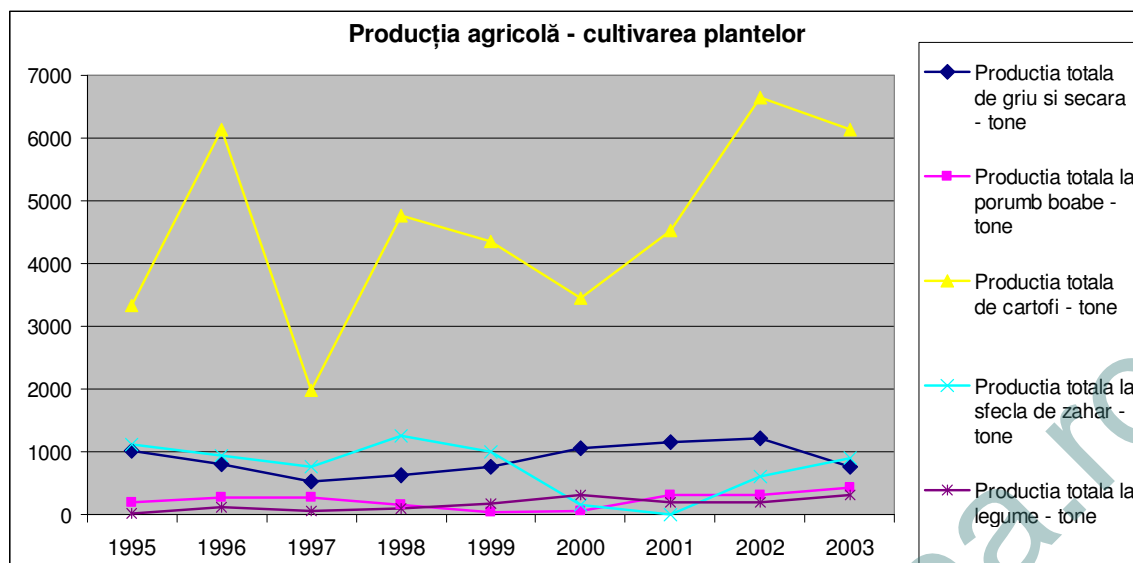
2. Hotels
3. Combustible commerce
4. Goods transport
5. Goods commerce in non-special shops
6. Wood cutting and impregnation
7. Constructions
8. Ice cream production
9. Wood cutting and impregnation
10. Material production for constructions

2.8.2. Agricultural Production



Source: INS, DJS Covasna, Local data 1995-2005

Agricultural surfaces have increased mainly in the last two years; pasture surfaces has increased. Orchard surfaces are not important, though vegetable and fruit production would be necessary from the tourist point of view, too.

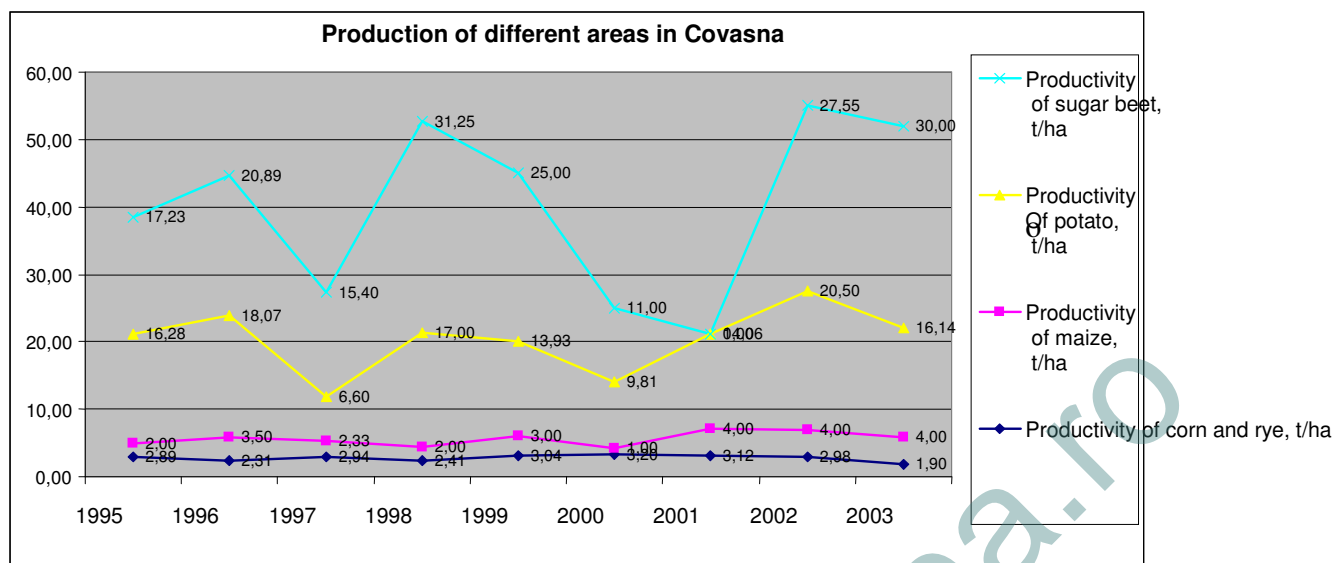


Source: INS, DJS Covasna, Local data 1995-2005

Legend: Title: Agricultural Production- plants cultivation; With blue: Total production of corn and rye, tons; Pink: Total production of maize, tons; Yellow: total production of tomato, tons; Light Blue: total production of sugar beet; Violet: total production of fruits, tons

Observation: the dominance of tomato production and the available surface: 380 ha of the total of 2052 territory suitable for harvesting in 2006 (18,5%); an important percentage is represented by corn and rye (762 ha- 37% of the territory for harvesting) and 440 ha for maize (21%). Fruits represent only a low percentage as a result of the specific climate of the region: cold and favorable mainly for potato and sugar beet.

Different areas have different production in Covasna:



Source: INS, DJS Covasna, Local data 1995-2005

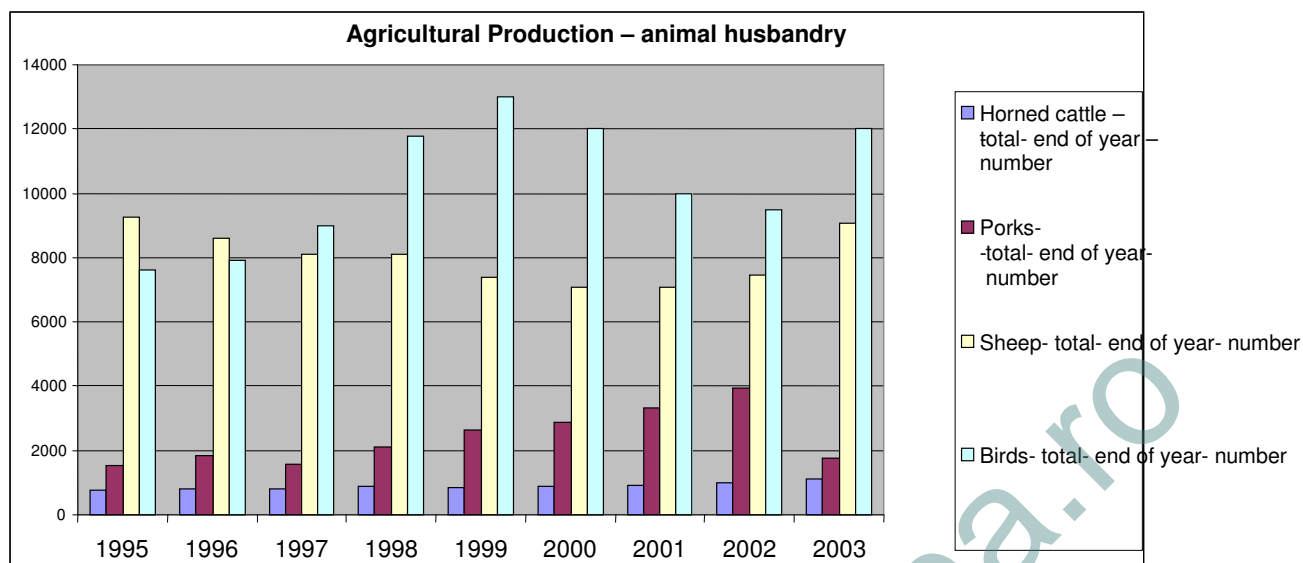
In comparison of the data from Covasna with the data on national level, the situation is the following:

2003 tons/ha	Productivity of corn and rye, t/ha	Productivity of maize, t/ha	Productivity Of potato, t/ha	Productivity of sugar beet, t/ha
Romania	1,43	2,99	13,99	16,92
Covasna	1,90	4,00	16,14	30,00

Source: INS: Territorial Statistics, 2006

Production rate on ha is higher in Covasna in all areas than in Romania, which is a good point for the agriculture of Covasna, although the average is not a high one in Romania. In 2004, the same numbers were higher on the national level: maize 4,4 t/ha, potato 15,9, sugar beets 32,3 t/ha. There is no available data on the same areas in Covasna for year 2004.

Regarding animal husbandry, the trends are contradictory:



Source: INS, DJS Covasna, Local data 1995-2005

Observation: fluctuant evolution in the number of birds, porks and sheep; no important increase in the number of cattle. Generally: sezonal change.

Sezonal character is characteristic to agro-alimentary production, too:

	1995	1996	1997	1998	1999	2000	2001	2002	2003
Meat production, total tons of gr, live	400	382	598	739	813	1031	737	564	826
Milk Production of cow and and buffalo cow, total hl, physic	14490	13822	11940	9703	12984	15069	14514	12578	14969
Wool Production, kf physic	16746	15215	20141	15127	16163	14697	17610	14131	16614
Egg production in, thousand	723	750	699	720	696	624	870	900	720

Source: INS, DJS Covasna, Local data 1995-2005

All in all, the agricultural life of Covasna is very colorful, with many animal products. Since the climatic conditions are more cold (intra- mountainous basin) it is more favorable to focus on animal husbandry development.

2.8.3. Present-Day Local Economic Development

As it is indicated in the other chapters that refer to social and economic aspects and to the functions of the locations, too the economic and productive function of the location must be the one that attributes to it stronger position in the local, regional and national network. The diversity and the development of a location is the result of the interest of investors, private and public institutions and potential new inhabitants of the city towards the possible local development potentials. The elements of this potential may be, on the one hand, conditions- the existent local or external resources and, on the other hand, certain conjuncture aspects like for example the demands of the market regarding certain services, existent products and local or neighboring perspectives. The development of local economy means, first of all, creating and supporting new enterprises, private economic activities - competitive and durative- which are able to insure the location long term labor opportunities with carrier perspectives mainly for the young generations. One must take into account that investors, enterprises focus on the relation between costs and benefits, profitability when they engage in a new business and even though they may have local social sensibility, the major focus is not on creating new job opportunities. Nevertheless, in case of local micro-enterprises (family business) the major objective may be insuring good life standards through the family business. But even in case of family businesses there is a need for basic knowledge about the services that would be offered, about the market of the product, about the modalities of founding business network and financial background, about professional and technological development possibilities and about quality assurance modalities. All this information may be offered to IMM-s by a structure of support founded for business units, like for example the local association of enterprising, by counselors of public institutions (even within the Mayor's Office), firms of consultation for business or, even more, a firm founded to offer specialized business related services.

From this point of view Covasna is aback, even though The Association of Private Enterprising in Covasna County exists in the location and there is possibility to organize courses about how to initiate and develop business through institutions from the county. Although up until now there has not been any campaign for informing and popularizing programs of supporting local and regional economic development, at the moment there seems to be a favorable conjuncture for consulting activities since the structural funds of the

European Union are accessible both for the local public administrative authorities and for the minor/medium/non-governmental enterprises. On the other hand, the implementation of financing programs from the adhesion period is still in progress. SAPARD, PHARE and RICOP are known for the potential solicitors of the location. Even though here are only a few people in Covasna who know these programs, the future solicitants have the opportunity to consult the consultants of other neighboring cities (Tg. Secuiesc, Sf. Gheorghe, Braşov). For an activity of supporting the development of business and local economy a stronger partnership of the county administration and the city would be necessary.

For supporting the local enterprises and for the attraction of national and foreign investors the most important conditional aspect is to develop the basic infrastructure: access possibilities (it does not belong to the attribution of local public administration), the road system of the location (the rehabilitation of traffic roads at least in case of the most important traffic lines), modernizing and extending the water, gas, waste, electric supply system, public illumination, extending green areas etc. Also, in order to develop tourism, which is considered to be the main economic medium, cultural life, distraction possibilities, the rehabilitation of railway services from Zânelor Valley, tourist ways to the local valleys and mountains are needed. All these are in the same time possibilities for development projects. The present passivity regarding these activities is a complex problem and in part can be considered to be the result of lack or insufficient amount of financial founding of the local authorities and, also, for the fact that the decision center of many major firms are not in the city.

Besides the development of basic infrastructure, an import aspect for sustaining the local economy is the better coordination of the relationship between the education system and the expectations of the labor force market. While on the one hand certain labor force branches do not necessitate special skills, others necessitate improvement services, re-training and practical initiation for local labor force. In case of tourism such courses have been organized within the boundaries of a firm, but serious training for tourism and catering must be obligatory to be competitive on the labor force market. In order to harmonize the relationship between education and labor force market there is a necessity for activities initiated on both the local and the regional and national level (integrating practical activities in the curricular educational practice, developing the prestige of professional education,

founding a consultation center for carrier possibilities). The Mayor's Office could found an interactive data center about job demands and offers which would cooperate with the local business sphere and with the governmental decentralized or de-concentrated institutions. On the other hand concerning the attraction process of new investors it would be a good opportunity to create an interactive map of localities available for business in several industrial domains or services, which, naturally, would be compatible with the health tourist profile of the locality, too. The role of the foreign investors is important from two points of view. On the one hand they bring capital to the location. On the other hand they transfer their own know-how technology, innovation effort, the entrepreneur culture and the better attitude towards working and good quality.

Referring to the consultation of accrediting opportunities of IMM investments, the local branches of commercial banks offer consultation within their marketing services and activities and support crediting. This aspect will probably be more intense in the future as a result of the launching activity of the development programs financed by the Structural Funds. The investment efforts of developing business are present in the location. There have been made steps to re-technologize certain health tourism societies, new hotel construction projects have appeared both in the city and in the Zânelor Valley. Several services have developed: commune transport, alimentary industry (mineral water bottling, ice cream production, meat industry), exploitation, wood transport and processing, financial and bank services.

On the other hand, the industry based on artisan cooperatives, textile industry, baker's trade and others have suffered a serious recess and need restructuring. This activity may be carried out by the local economy actors. Also, past agricultural exploitations have to be reconsidered and new utilization destinations should be offered: production, depositing and commercial space. The role of the local public administration could be either the initiation and intermediation between the owners of these territories/spaces and potential investors, or possible future customers, market actors with ulterior valorizing of an immobile. Naturally, without solid financial base this is absolutely impossible.

All this information takes us to the network of public management: the marketing of the location.

2.8.4. Present-Day Marketing Development

The marketing of a location/region is a complex activity known as the destination marketing within the tourist sector. The popularization efforts of Covasna as a health rehabilitation center and as a location that is worth visiting due to unique tourist objectives as *Balta Dracului*, *Planul Înclinat* or the memorial exposition *Kőrösi Csoma Sándor* are to be carried out both by the local inhabitants, and the county and national offices (Tourist Promotion and Information Office in Sf. Gheorghe). Covasna is indicated in the tourist catalogues and internet pages elaborated and distributed by professional associations and governmental institutions as specific health tourism center (Romanian Health Tourism Organization). There is a bilingual web page of the city: www.bailecovasna.ro, respectively www.kovaszna.ro. It is a well structured webpage with information referring to the following: tourist objectives, catering possibilities, distraction possibilities and important addresses, organizational structure of the Mayor's Office and the local council, the map of the city and non-governmental organizations. We consider this page to be of good service and mention that it should be further developed and more information should be indicated on it like for example internet links to the local existing firms and investment opportunities; since there is access to several forms of local administration a so called e-administration page could be created, too.

As a result of the development efforts of the city in 1990 a 1:13.000 map of the city has been prepared and published which offers information about the location and address of certain firms, public institutions and tourist objectives. In order to maintain its original role this map should annually be updated and should be made available in tourist information centers of the region.

One aspect of the initiations of the location towards the world is the creation of a system of brotherhood relationship with cities from the whole world. At the moment Covasna's brotherhood relations are active with cities from Hungary (Nagykanizsa, Pápa, Csenger, Balatonfüred), Tycherö (Greece) and Sunne from Sweden. These brotherhood relationships may contribute to the increase of tourist interests and attractions, can bring new economic and cultural relationships. Joining the EU may bring the renewal and fortification of these relationships as well as new, common financial projects within the European territorial cooperation program. If on the basis of the general decentralization process the local public

decentralization authorities become real factors of local governing, the responsibility of creating and maintaining these relationships will be similar to the external business relations on the national level. That is, the local marketing will become local diplomat affair which will necessitate people with professional skills in tourist and investment attraction.

In order to successfully carry out the activities and duties related to local marketing a very conscious and future oriented business activity should be carried out based on the needs of the local population, local investors and non-governmental associations so as to fortify the profile and the loyalty of the location. At the moment one can observe a tendency of breaking emotional relations from the part of the younger generations which is due to both the push of the location (unfavorable local cultural, economic and social factors for family foundation) and to the attracting external factors such as higher life standards and good atmosphere of other locations in the country and in the EU. From this point of view the city is in competition of attracting new investors and of maintaining local population.

Also, local marketing includes activities related to infrastructural reshaping of the city, support for non-governmental social and cultural activities and local communication development. Cultural programs, which could contribute to the cohesion of the local population, are very important in this sense since they address local inhabitants, offer the possibility of maintaining social relations and may also become tourist attractions. In this sense Nedeia Mocănească Festival, Covasna Days are very important programs since, having been organized yearly, they offer rhythmic cultural life for the city. It would be very important to make up a calendar of local, micro-regional and county programs. For this perfection of cultural management and support of specialists are necessary.

Fortunately, Covasna does already have reputation in the tourist industry. That is, the problem is related to the discrepancy between the existing image, the expectations of the tourist and the reality. The investments initiated in the hotel and treatment industry may have a synergic effect on the present transport and town infrastructure. Regarding the rehabilitation of the local tourist industry the renewal of *Planului Înclinat* from Zânelor Valley is very important both from the point of view of distraction and for the fact that its presence in the neighbor of mineral water resources, mofettes their presence may become emblematic for the location.

2.9. ANALYSES OF DEMOGRAPHIC SITUATION AND ITS TRENDS

The demographic situation of a location can be analyzed from the point of view of different characteristics of the resident population: ethnic, sexual and religious composition, historical development, the dynamics of migration and many other perspectives, too. In a locality of small dimensions it is extremely important to see the evolution of the demographic mass since if this decreases under a critical level it can negatively affect the social and economic possibilities of the location. Moreover, it can result in the demographic collapse of it.

In the present analyses we structure the demographic problems into three groups: historical evolution, natural and migratory movement and sexual, ethnic and religious composition.

2.9.1. Historical Development of Covasna's Population

Covasna, in contrast to the other health tourism locations of Székely Land (like for ex. Băile Tușnad, Borsec), was a quite strong village in the ancient times, too with a numerous population starting from the middle ages. The present territory of Covasna has been populated ever since the prehistoric times.

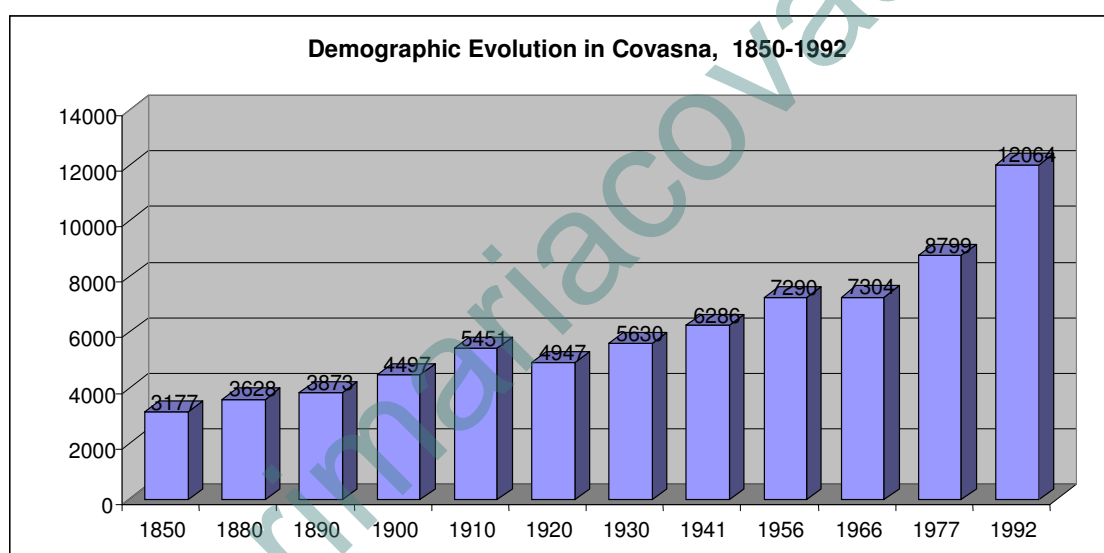
As we have already indicated in the general presentation of the city, in chapter 2.2., a short time after the settlement of Hungarians in the Carpathian Basin, the Székely-s colonized this territory of the Carpathian Mountains. In 1567 there were already 61 families registered and till 1614 this number has raised to 207. From the confessional point of view Covasna has become Protestant, mainly Calvinist, as early as the 16th century. Until the industrialization age and till the formation of health tourism, agriculture and military service were the major occupations of the local Székely population. Approximately in the middle of the 18th century the Romanian population, shepherds, mainly from Vrancea migrated to the region.

Modernization was brought about by industrialization, by the development of wood exploitation and of health tourism, both of which have ascendant evolution in the second half of the 19th century. The modernization process was concentrated along the railway lines between Târgu Secuiesc and Brașov through Covasna (1892). The *Planul Inclinat*, which was later extended to reach the station from Covasna, the wood factories and yards which were

equipped with the most modern machinery of the age, the building of the central market square in 1880, iron exploitation and the appearance of several mineral water baths and mofettes led to significant demographic evolution in the location of the time. In 1891, for example, a society hired all the baths of the location for a period of 25 years and reconstructed the Balta Dracului (Devil's Pond) by constructing a wooden roof above it, after which it has been moved from the outer city to the center. Many of the baths were located in the Mikes Garden of Voinești, with pools and thermal bath rooms.

The health tourism life was very active in the festivals' season; many of the people came mainly and most importantly for health recovery and cures with mineral water and only in the second line for parties and celebration.

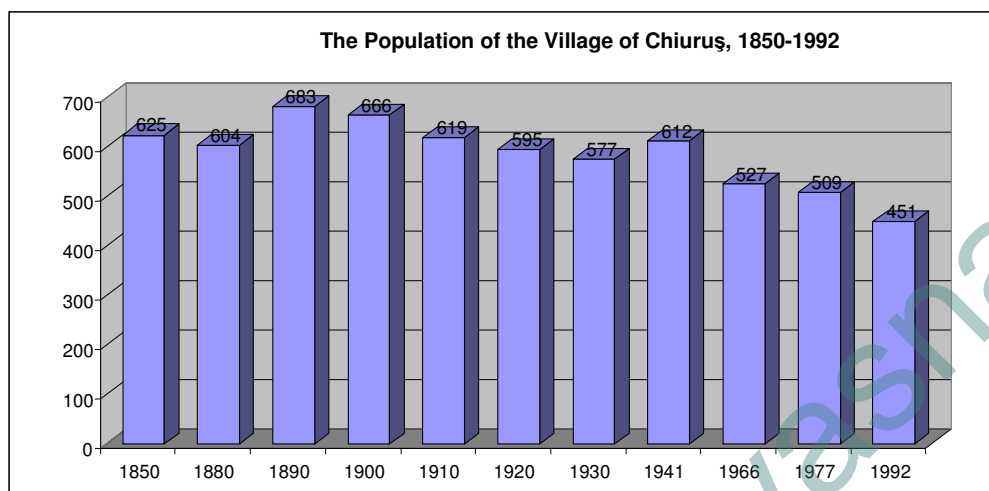
If we follow the evolution of the population number in Covasna, we may notice substantial changes:



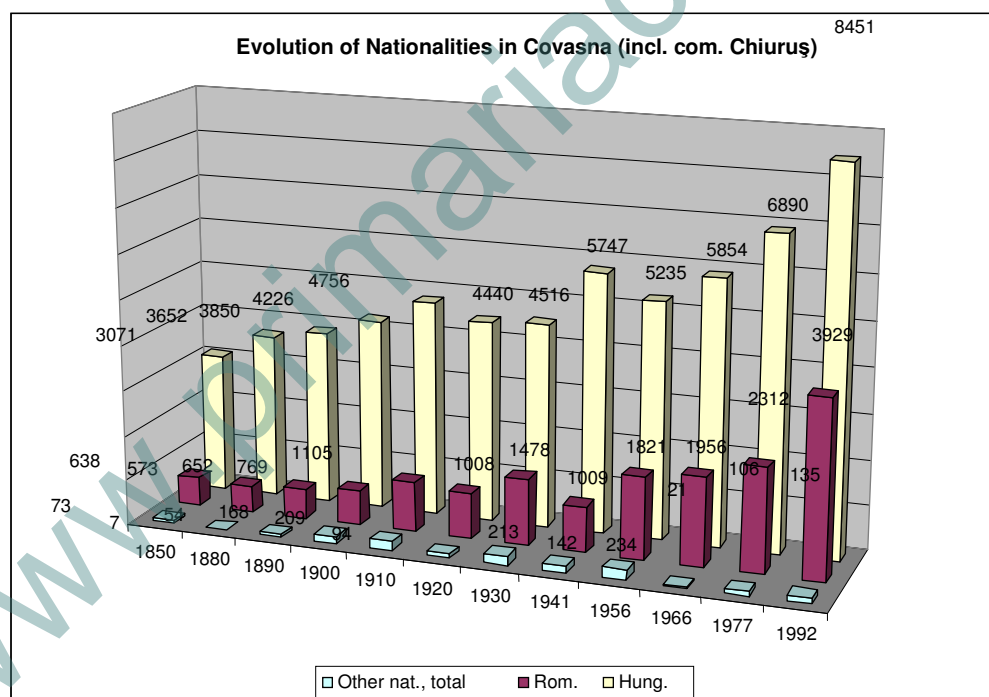
The graphic above indicates an ascendant evolution in the last one and a half centuries: from the 60's on, when a more rhythmic development of the location has been decided. Although Covasna has had the status of a city since 1952, no big investments were carried out in the industrialization period up until the 70's, when hotels, treatment centers and some factories (biscuit, furniture) were built. This explains the positive development tendency of the location in the socialist period and still in raise in the 80's regarding the number of tourist and of the

local population in a period when all the other health tourism locations, like Borsec, started to decline.

The village of Chiuruș, part of Covasna in 1952, experienced a decrease in population number in that period probably as an effect of urban absorption.

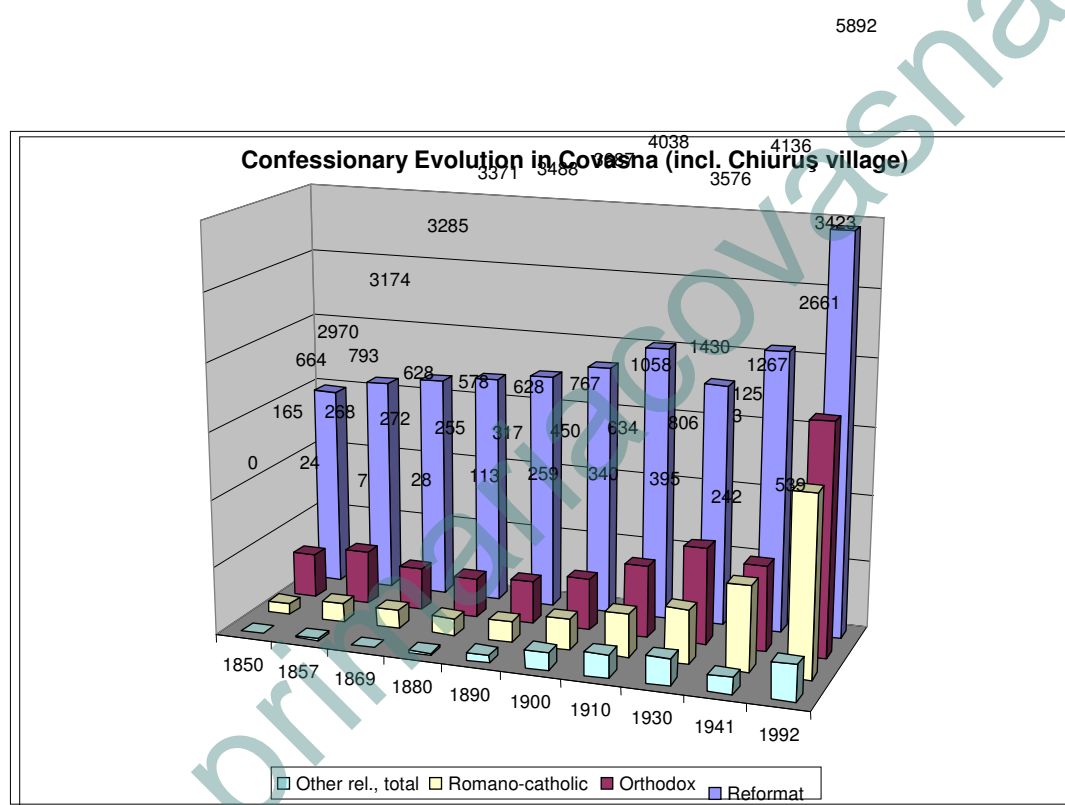


One can observe the confessional and ethnic evolution of the location in the last 150 years:



Source: Varga E. Árpád, <http://www.kia.hu/konyvtar/erdely/erd2002.htm>

One can observe that the rate of Romanian population has duplicated with 6 from the 1850's on, in comparison to the Hungarian population which experienced a duplication rate of only 2,7%. The analysis of the last 26 years indicates that the Romanian population has duplicated in number while the rate of the Hungarian population raised with only 40%. All the other nationalities have a fluctuating evolution as depending on the military, economic and political events of the 20th century. From the methodological point of view it is worth mentioning that with respect to years 1880, 1890 and 1910 we have used the data of the several ethnicities on the basis of mother tongue, while in case of the other years on the basis of nationality.



Source: Varga E. Árpád, <http://www.kia.hu/konyvtar/erdely/erd2002.htm>

From the confessional point of view, although this does not alter in the same rhythm as the structure of nationalities, one can observe that after the World War II the orthodox population had almost tripled, while the roman-catholic population has just doubled and the reformat one has raised with not more than 50%, which indicates an external migration of the roman-catholic and reformat confessions in parallel with the interior migration of the

orthodox confession to Covasna. On the other hand, this may indicate an assimilation of these two but also other factors like the natural movement of the reformat population

2.9.2. Present-Day Demographic Structure: Sex, Age, Ethnicity and Religion

According to the 2002 census Covasna has a population of 11204 inhabitants, in a 10,5% decrease in comparison to 1992, when there were 12515 persons registered. This decreased is a little bit more accentuated than the one on the national level, which is of 8% decrease in the last ten years. At the moment the statistical data (D.J.S. Covasna, Local data) indicates a slow revitalization process of the total population, of 11530 persons in 2002 and of 11595 inhabitants with residency in the location, in 2005. If the data of the statistical office is in concordance with the one of the census, we can notice a slight increase in the population number of the city.

The structure of the population of Covasna may be analysed from different points of view. One of the aspects of the population composition is based on sexes. Between the two censuses indicated we can observe the following changes:

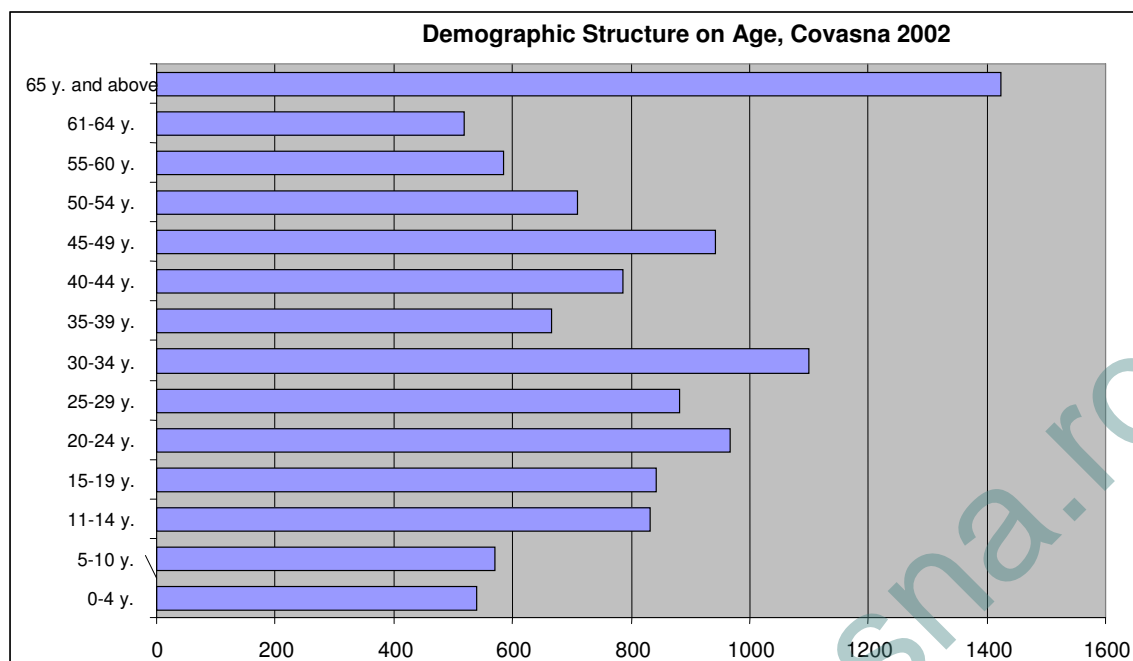
City of Covasna	Male	Female	% of feminine population
1992	5984	6531	52,2%
2002	5435	5769	51,5%
2002 in comparison to 1992	90,8%	88,3%	—

The problem is not the fact that the rate of feminine population grew above the masculine one but, on the contrary, that the number of feminine population is decreasing very accentuated, while, on the national level, the rate of feminine urban population increases (about 0,75% of the total urban population). This decrease may be an outcome of the restriction of jobs in tourism, which could have eliminated the surplus of feminine population employed in the activities indicated.

Age structure is a very important component of the analyses of the development potential of a locality. The younger the population of a location is, the bigger the chances for investors, tourism activities and dynamism of recreational, cultural and voluntary activities are.

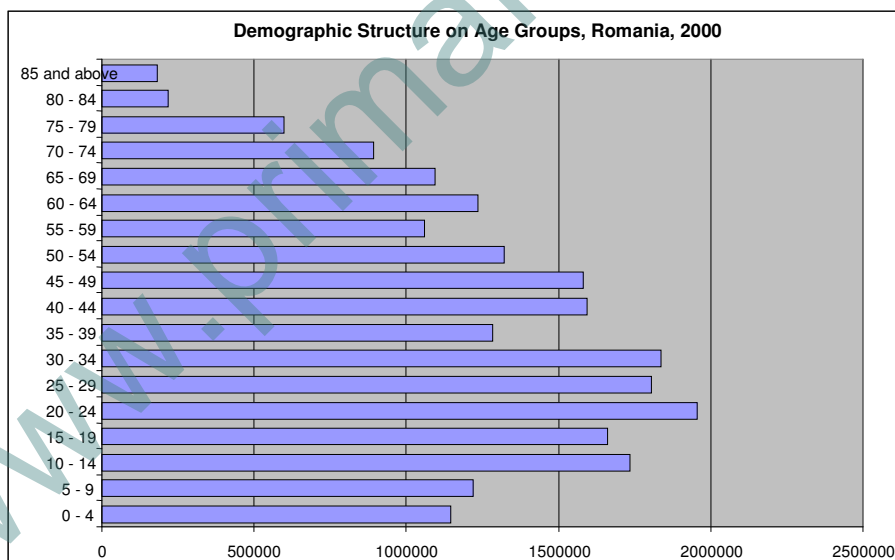
The age structure of Covasna is deformed: it has several 'gaps' which prove the absence of several age groups. Unfortunately, the first (presupposed) gap, the one between 60 and 64 is not that evidential. The second gap, the one between 35-39 and 40-44 is the result of the relative liberalization of the communist policy in the 60's regarding abortion, which brought about a significant decrease in the birth rate in the second part of the 50's, but which was then followed by an increase in population number. The third gap is the generation between 25 and 29, who were born in the middle of the 79's, when, according to our information sources, there was no relaxation of abortion policy. This gap is probably due to the migration from the territory since this is the generation which probably couldn't consolidate in the transition period, in the 90's, having been of an unfavourable age for the situation of the time. This migration process to the other regions of the country but mainly out of the country can be proved by the fact that for the age category between 15 - 19 in 1992 (the same people) does not have a decrease in comparison to lower age groups, as it is in 2002 regarding age groups between 20-24 and 25-29. In a few years' time this deficiency might become a real danger mainly if we compare it with the absence of the one who in 2002 were between 35-39. The fourth gap refers to age groups between 0 and 10 years old. No doubt, after 1990 the abortion and contraception policy became highly liberal and this, concomitant with the economic and social instability has resulted in a dramatic decrease in the birth rate. This will have the negative effects manifested in the whole country both on social and economic level in the years after 2010.

These trends may confirm the national age structure level which in 2000 clearly indicated that in the previous 10 years the birth rate was much below the one in 1990.



Source: INS, DJS Covasna, 2007

It is known that the gap that appears related to age group 35-39 is due to the liberalization of abortion policy from the beginning of the 60's, after which some constraints have been introduced as a result of which there has been a slight increase in population number. All the other gaps, mainly the one between 55-59, are the result of the world wars' negative effect on having a family and giving birth to children, detachable in Covasna, too.



Source: Demografic Data, 2000

As we have indicated earlier, too, by the end of the communist regime the ethnic component of the local population has changed to the advantage of the Romanian population. We will now analyse the present situation on the basis of data from 2002, on nationality and mother tongue (source: 2002 census).

Population on ethnicity	Romanians	Hungarians	Gypsy	Germans	Ukrainians	Jewish	Italians	Ceangoes	Other ethnicity*
2002	3586	7463	119	9	5	3	4	10	5

*including non-declared ones, too

In relation to the total population (11204), the Hungarian population is in majority, of 66,6% in decrease of almost 1% in comparison to 1992. Romanian ethnic population is of 32,0%, gypsy population is of 1% and all the other ethnic groups make up less than 0,5%.

Population on ethnicity	Romanians	Hungarians	Gypsy	Germans	Ukrainians	Jewish	Italians	Russian	Other mother tongue
2002	3592	7583	8	7	5	2	1	1	5

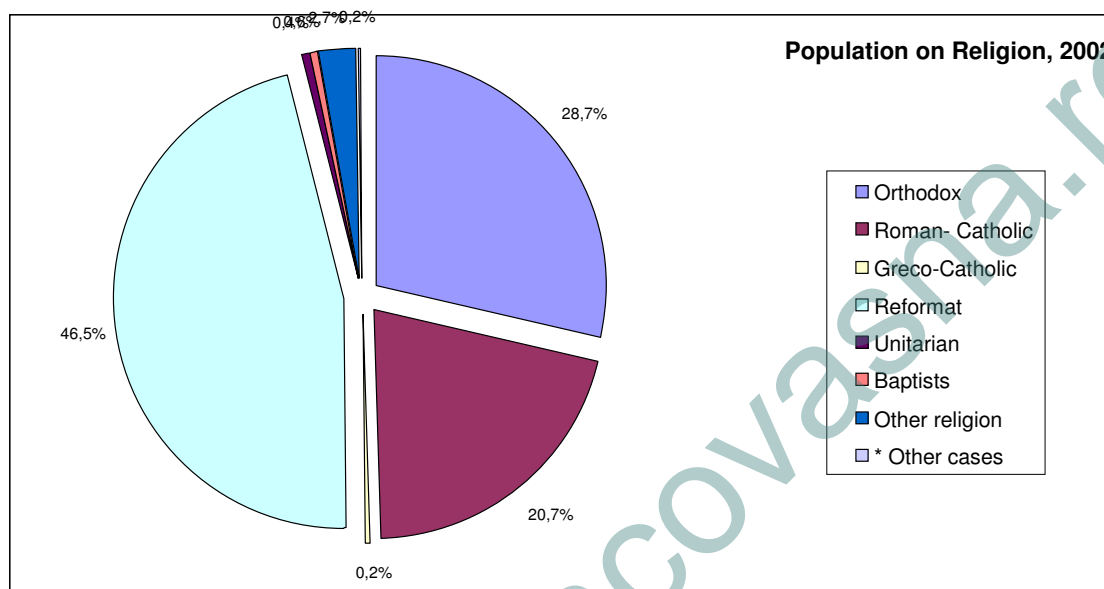
*including non-declared ones, too

The difference between the two tables is almost insignificant. Nevertheless, the Gypsy population seems to speak a different language than the Romanised one, and the difference is noticeable at the surplus of the population with Hungarian mother tongue, too, as it is in case of the Ceangău population in case of which there is no mother tongue such as Ceangău-ish since they speak Hungarian.

On the basis of confession one may notice the same trends. Though in this case there is a larger degree of variety, the decrease is eminent in case of all religious groups.

Population on religion	Orthodox	Roman-catholic	Greco-Catholic	Reformat	Unitarian	Baptist	Other religion	Other cases
2002	3220	2315	22	5210	49	67	302	19

*Other cases include: without religion, atheism non-declared religion.



Source: 2002 census

There are three major religious groups in the city (including the village of Chiuruș), the rest of the population, with other religious confessions make up 45 of the total. Although as a result of the general decrease of population the number of people who have other religious confessions than Orthodox has decreased in the period between the two censuses, the rate of Orthodox population has increased with 1,3%.

On the basis of this, and with no allusion to the natural and migratory movement results, we conclude that the evolution of the last one and a half century is in favour of the Romanian ethnicity and mother tongue, Orthodox population in Covasna. In what follows, we will attempt to analyse the motives of this natural or migratory change.

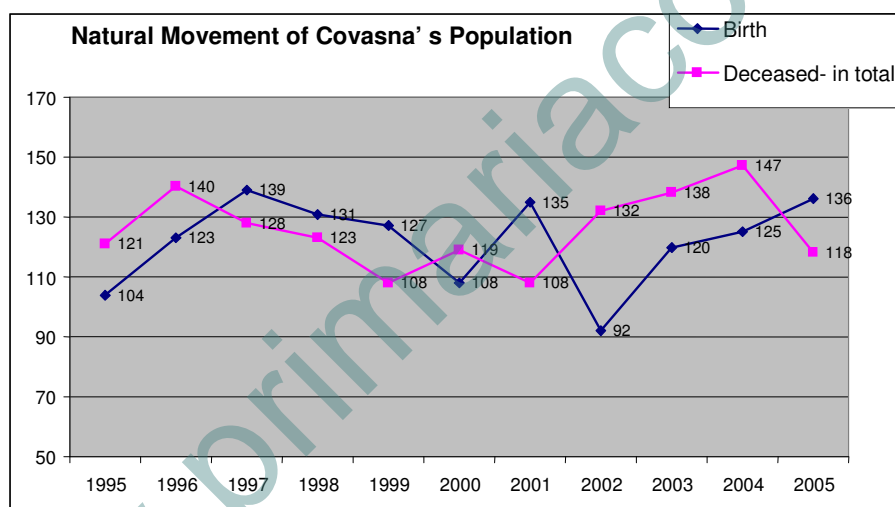
2.9.3. Demographic Evolution of Natural Movement and Migration

The size of a population can be analysed dynamically, too, that is, by observing the modification process of this in time. There are two big processes that determine the demographic mass. One is the natural movement and the other is the migration of the local population in space.

The natural movement of the population is determined by the birth rate and the decrease number that is characteristic to the location in the period observed.

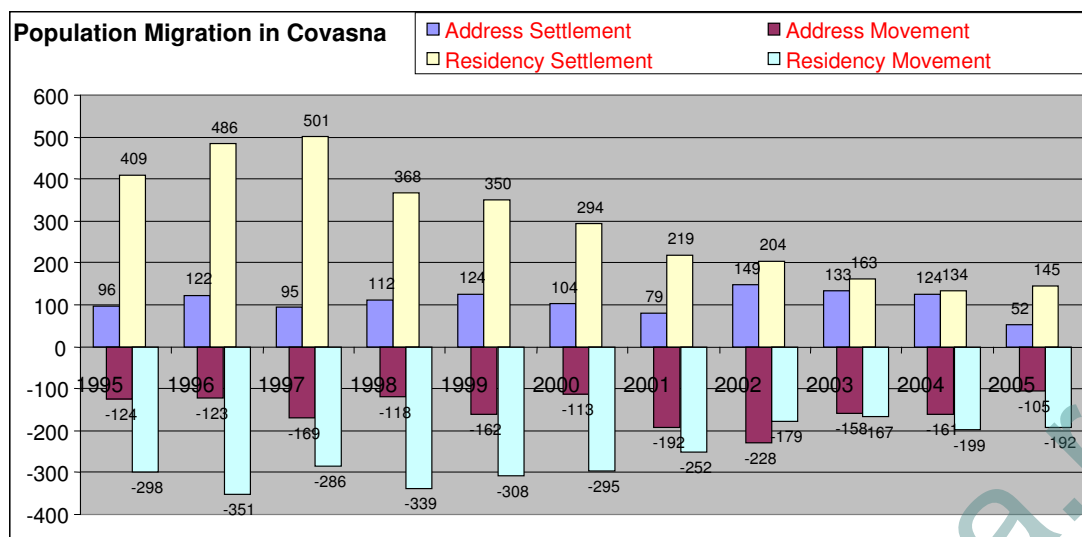
By comparing this data the table below indicates that the number of deceased and birth rate varied in the last 11 years analyzed and had periods when birth rate was higher than the number of deceased and periods when the opposite was characteristic.

Nevertheless, all in all the number of deceased (1382) is above the birth rate (1340) in the period between 1995 and 2005.



Source: local data, Covasna 1995-2005

Regarding the migratory movement we have the following graphic:



Source: local data, Covasna 1995-2005

One can observe that residency settlements in the 90's were very significant, above the rate of residency movement, mainly as a result of season activities and tourism. Step by step this rate has come below the number of residency movement. It is a fact that in 2005 the number of people who left the city was bigger with 100 than the number of those who came to the city.

2.10. OCCUPATIONAL, LABOR FORCE AND UNEMPLOYMENT ANALYSES

The labor force potential of a region or of a locality, as considered by most of the specialists, represents the most important dimension of economic development, one that is even more important than the existence and the nature of capital. The important role that the labor force represents is due to the changes that took place in the post-industrial societies in which the wealth of the population is not based on the balanced measure between the industrial output and the agro-alimentary products, as was in the previous decades but more on services and informational technology, that is, on the obtaining and usage process of information. These two domains, but mainly the services available presuppose a society or a community with a well-trained and educated labor force, with good competences that facilitate personal and group interactions and, of the same importance, humanity, technological and technical knowledge for creating the basis of this type of communication. These objectives are being handled by the European Union as priorities, as can be deduced from the Lisbon objectives, that is, the ulterior modifications that have been carried out by the Barroso Committee in 2004 (Rethinking the European ICT Agenda, 2004). In Romania this view is not being reflected yet since for example in many of the development projects human resources evaluation is simply omitted.

2.10.1. Human Resources and Its Structure

In order to correctly analyze the human resources potential of a locality one must distinguish between the following categories: labor force (that layer of the population which has the physical and intellectual capacities that are necessary in order for someone to perform a utile work in one of the activities of the national economic system; with residence in the locality and between 16 and 60 years), the active population (which includes the employed population and the unemployed population registered by ANORM) and the employed population with income from certain economic or social activity on the basis of employment contract or on private, independent manner.

For example in Covasna, on the basis of the 1992 census data, the human resources capacity was of 7049 persons, out of which the active population was of 5909, out of which the employed population was of 5312 persons. Out of these, in 1995 only 2860 were paid/salaried, that is, less than half of the active population in 1992. Unfortunately we do not have available data from the 2002 census, but probably the situation is the following: in 2005 in Covasna there were 2976 paid/salaried employees out of the 11530 persons who inhabit the city.

According to the INCDT study (2002) 13% of the total labor capable population of Covasna (about 5900 persons) has its job in the tourist sector: about 750 people work in hotels or restaurants. Other domains and activities taken into consideration by the study:

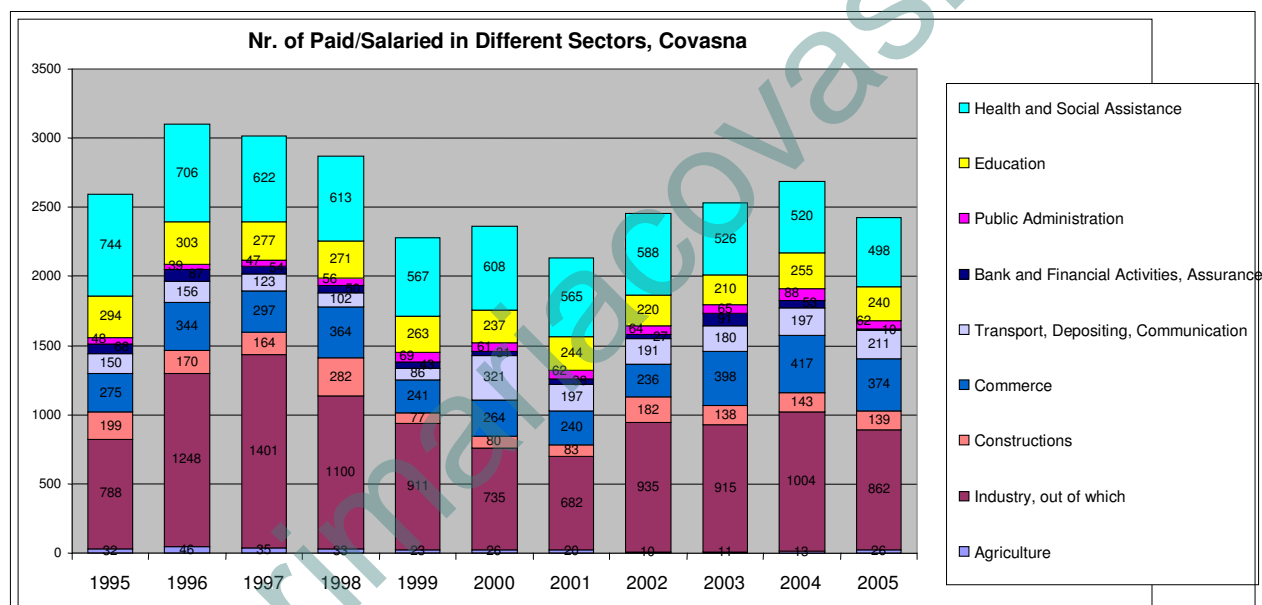
- Alimentary industry: biscuits' factory- closed since, and an abattoir working in the meat sector.
- Processing industry: sawing factory and wood processing works.
- Light industry: wool, broad and textile factory, closed since or working on the minimum capacity.
- Constructions.
- Bank and financial units: BRD, Raiffeisen Bank, branch of CEC, Cooperation Bank.
- Commercial units and public alimentation.
- Public administration and social assistance.
- Education.
- Silviculture.
- Two PECO gas stations.

These observations are sustained by the 2005 data, too which, correlated with the data of the preceding years give the graphic below which indicated that the most important sectors are the industry, commerce and health. The sector with the highest number of employees is the processing industry, followed by the employees of the infrastructural activities like for ex. water, electric and thermic energy and gas). Fluctuation is characteristic to transports and

construction industry with a number of employees vitiating from a few hundred to tens from one year to another, which indicates the existence of a still non-favorable and unstable market in this domains.

One must mention that apparently, on the basis of paid/salaried data, agriculture is not represented in Covasna. However, it is a well known fact that the big majority of the employed population is engaged in agriculture which insures living from the income obtained by animal breeding and cultivation of plants.

Last, but not the least, the number of health industry employees is relatively high, as we have already seen in the section referring to health sector employees, which is due to the presence of the hospital in the Zânelor Valley, but which, in the same time, registers decrease, too: from 744 persons in 1995 to 498 persons in 2005.



Source: local fees, Covasna, 1995-2005

Economy agents had a number of 2128 paid in 2006, the evolution of whom was the following in the last 5 years:

Nr.of Economic agents	Nr.of Societies	2002		2003		2004		2005		2006	
		nr. agents	nr. paid	nr. agents	nr. paid	nr. agents	nr. paid	nr. agents	nr. paid	nr. agents	nr. paid
Below 10 paid		153	292	181	416	216	447	240	555	274	572
Between 10 and 50 paid		22	367	22	455	24	484	25	495	26	549
Above 50 paid		9	575	10	854	11	1129	11	1074	11	1007
Total:		184	1234	213	1725	251	2060	276	2124	311	2128

Source: data of the Ministry of Public Finance, Covasna Branch

Let us mention a few methodological steps:

- The classification was done on the basis of the numbers in 2006, that is, the categories 'below 10', 'between 10 and 50' and 'above 50 paid' were created on the basis of the situation in 2006.
- In case of the number of agents only the number of agents who were active in that year are taken into consideration, represented by a number of business that is bigger than 0 and irrespective of the number of paid.

Out of the 311 active commercial societies/companies none had a bigger number of employees than 250, with the exception of the years 2003-2005, when one single society/company came above this number of employees and so entering the category of major societies/companies. Another aspect, the 11 societies/companies that have more than 50 paid employees, in total have a number of 1007 employees- which is a number almost equivalent to the number of paid employees of the rest of all the other 300 companies, that is, 1121 employees.

In total, the number of active societies have increased, in all of the categories, from 184 agents to 311, just like the number of their paid employees, from 1234 to 2128 persons, which indicates a revival of the labor force in the economic sector (mainly in the private sector).

On the basis of the same data we found that the economy agents, who, from the point of view of domains of activity (cod CAEN) employ the biggest number of persons are the

working with wood cutting and sorting (cod 201 and 2010), in total 370 persons in 32 societies, clothes making (cod 1822), 226 persons in 3 societies, different forms of commerce having in total a number of 366 employees working in more 100 societies, goods transport with 132 paid in 13 societies, tourism (cods 5510, 5523, 5530) with 249 persons working at 13 societies. Those who work in tourism are more, naturally, due to, on the one hand, unregistered societies and institutions in Covasna, and, on the other hand, to unofficial work, characteristic to this sector.

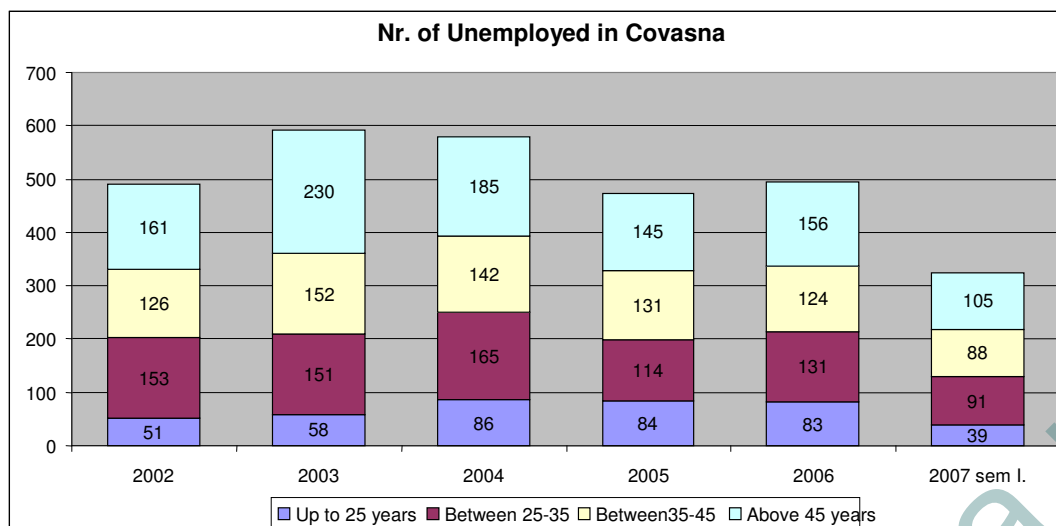
We do not have data referring to the qualification and the professional skills of the employees in Covasna, very important information regarding the evaluation of development potentials.

2.10.2. Unemployment

Unemployment is a very sensitive indicator of local economy, its high rate indicates the instability of on the labor market, that is, between labor offers and demands for labor. Unemployment is a phenomenon that appears with other inequalities of social and commercial, economic nature like for ex. inflation, emigration, the modification of economic structures and other issues.

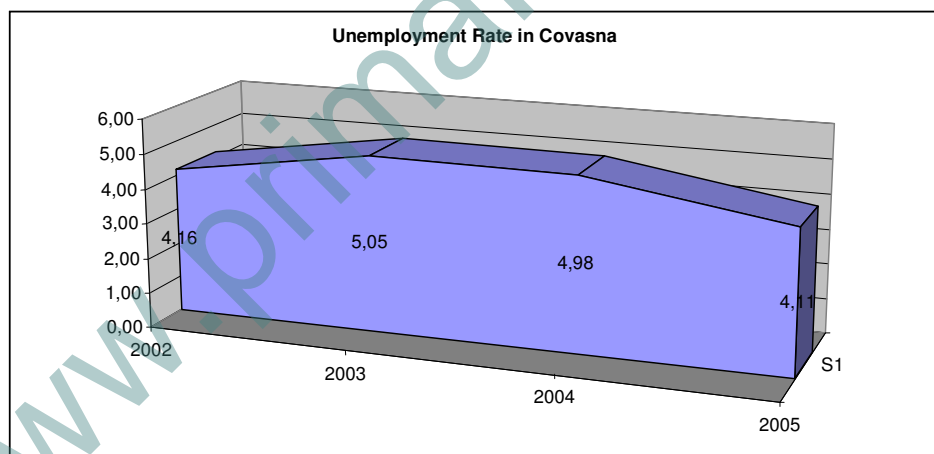
According to the most accepted definition, unemployed people are the ones who are above 15, are capable of work, do not have a job and are willing to have one paid or non-paid (definition of the International Labor Force Bureau, ONU).

According to the Communal Labor Force Agency in Sfântu-Gheorghe, the following situation is characteristic to Covasna:



Two tendencies are to be noticed on the basis of this data: one is the evident increase in the number of unemployment in the last 5 in Covasna; the other is the relatively stable number referring to the entire period analyzed. Nevertheless, other conclusion could be made, too if we observed for ex. the rate of unemployment on different age groups.

Unfortunately we do not have data referring to the active population in Covasna, this is why we can not calculate the rate of unemployment, that is, the number of unemployed in relation to the number of permanent residential population in the last 5 years.



Source: personal calculations on the basis of ANOFM and INS – DJS Covasna data.

In comparison to Borsec, for ex., where in the period between 2002 and 2003 the unemployment rate was of 3,41%, respectively 2,08%, the rate in Covasna is quite high.

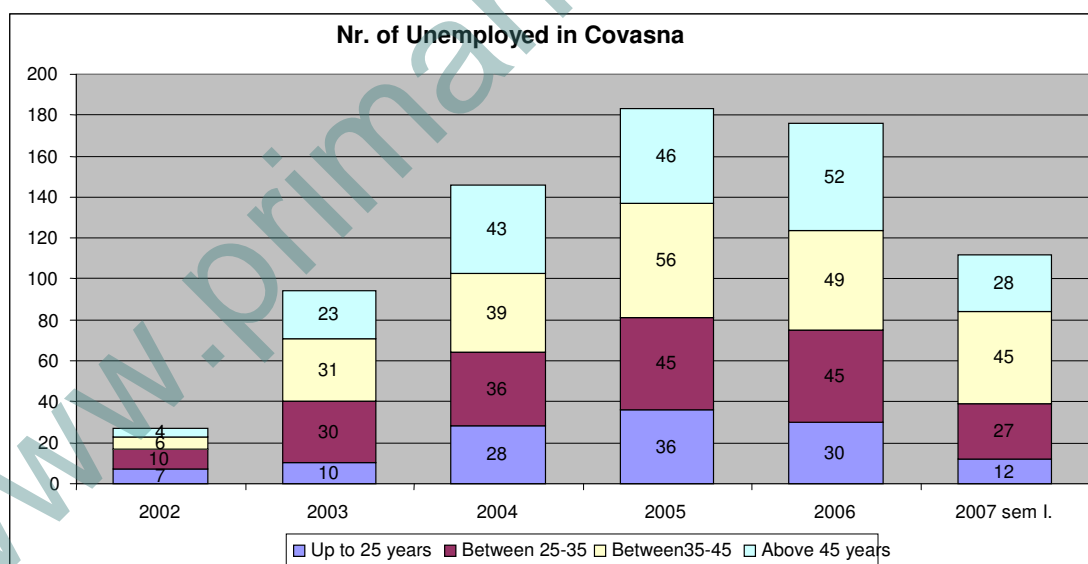
The main qualifications of the unemployed in Covasna in 2006 was: unqualified working as packer of powdery products, truck driver, ice-cream maker, seller, waiter and in the first semester of 2007: unqualified employee, seller, ice-cream maker, painter and constructor.

The rate of unemployment can be identified only on the county level: in 31.02.2007 in Covasna county it is of 4,8%, with 1% higher than the national level in the same day (3,8%) according to ANORF, but lower than in the preceding years, when, in the previous year on July it was of 8,5% (2005) and 6,1% in 2006 according to INS-DJS Covasna. Based on the data resented above we conclude that the rate of unemployment has decreased in Covasna in the last 3-4 years.

Besides this we are know that the brut medium salary n July 2006 was of 877 RON (net salary was of 679 RON), much below the national medium salary of 1122 RON (brut).

It is worth giving attention the evolution of employed unemployed in the last few years.

The big number of the unemployed who got job were between 35 and 45. It is a positive fact that the number of employed unemployed has raised from year to year, which indicates a positive evolution of unemployment on the local level (this number will probable grow till the end of the year 2007).



Source: ANOFM, AJOFM Covasna

The job possibilities where the most employments have been made were unqualified worker hired to packing powdery products, truck driver, ice-cream maker, seller, administrator, general medical assistant (2007).

In general we may conclude that the labor force market is not too positive at the moment in Covasna, but, however, we can witness a tendency of positive evolution in this sense. Unemployment rate is lower but employing is characteristic mainly to jobs where no qualifications are needed. In case of the five most frequent job offers we found only one job offer occupied by qualified worker who had superior studies, in 2002. This speaks about the offer, naturally, not about the job demand from the part of commercial or other institutions.

2.11. RECREATION AND LOCAL CULTURE

2.11.1. Local Recreation Conditions

When discussing the functions of the locality we mentioned that one of the basic functions of a locality are the recreational, pleasure, entertainment and cultural possibilities. These are different individual or community modalities of leisure time activities which presupposes the existence of certain local functional territorial units, infrastructure or even institutions with specific services in order to fulfill the recreational role they are meant to serve. From the social, economic point of view, but also from the point of view of the fortification of local identity (as a local marketing factor) it is very important to regenerate labor force and, respectively, the capacity and effort of students to become educated. One of the forms of regeneration is spending free time in the open air and leaving aback the passive forms of leisure time and, in addition, spending and turning to active types of relaxation starting from easy walking to performance sports.

The role of recreational possibilities becomes even more important in case of a tourist resort of national interest which can offer recreational services due to the unique health treatments of the cardiology hospital. As part of the therapeutic procedures of this institution an important role is fulfilled by the field cure in the Zânelor Valley. This has a length of 2000 m, a distance which is separated to three different branches and with different inclinations: three grades along the riversides of Covasna brook, four grades on the fields of Valea Porumbelilor (Hanko or Meseș) and sic grades on the fields that start in the ramification of the road that takes to Comandău after the Planul Înclinat is left behind.

The recreational force of Covasna is great since its natural conditions and its framing in the natural environment create perfect opportunities for satisfying the needs of both the local population and the guests who came for relaxing, recreation, distraction and curing. All these are the results of the topoclimatic conditions born out of the contact of the different relief forms: the mountains and the depressions, the woods, the length of sloping valleys and several other forms of relief fragmentation. The outstanding esthetic value of the surrounding environment and mainly of the Zânelor Valley is unquestionable even though

the 1995 storm has destroyed a few hundreds of hectares of it and so it has affected its condition in a very serious and negative way. The woods around Covasna are part of the natural pearls that have many gifts to the people who live in close relation to it: ecologic, social and economic. Nevertheless, these functions may become the victim of conflicting interests. Uncontrolled forester exploitation may affect the role of slopes which now make the region even more beautiful, it may harm topoclimatic and bioclimatic conditions and so it can become a major obstacle of climotherapeutic and distraction possibilities. On the other hand, the nature of free time activities, the behavioral attitude of certain tourist may generate conflict situations in case the form and modality of free time activities are not controlled for (ex. noise pollution, washing cars in the stream, motorcycle and quad races, loud cassette recorders, illegal camping and fireplaces). If the efficiency of natural conditions concerning cardiovascular treatments is considered to be a unique characteristic of Covasna health resort, the diversity of tourist offers should be well defined and spatial differentiation for different types of activities should be introduced; there should be a regulation referring to which activities are allowed and which are forbidden and, also, the future tourist centers should be treated with the same sort of regulatory restrictions. In order to prevent the possible future conflicts between tourists and the authorities, a complex environmental and tourist fitting project should be designed, important first of all in case of the Zânelor Valley. In addition, other places of the city, in the south and the western parts, should be identified where distraction and sport activities could be carried out.

In the beginning of the 90's out of the 15.511 ha administrative territory woods represented 9.487 ha (61,16 %), of which Chiuruș village (with a total territory of 5212 ha) owned 3500 ha (67,15 %) and the city of Covasna 5987 ha (58,13 % out of the 10.299 ha territory).

The intra villas zone was of 665,55 ha out of which the balnear and treatment zone made up 68,55 ha (10,30 %), tourist and distraction zones 84,59 ha (12,70 %) and sports and green areas 10,70 ha (1,61 %).

Although these functional zones are tied to each other both on the functional and spatial level, in many cases it is hard to differentiate between them. The percentage of green and sports areas are too reduced, mainly if we take into consideration the number of the inhabitants of the city and a possible number of tourists with maximum number concentration for an accommodation place. That is, for a total number of 11.530 inhabitants

we have a 10,70 ha of green and sports area, which means $9,3 \text{ m}^2$. In addition, if we take into account a total number of 2200 tourists that would mean a $7,8 \text{ m}^2$ green area/person for a total number of 13.730 persons. Even the General Urban Plan of the city (1996) indicates the necessity of increasing the intra villa zone to 747, 84 ha, which means an increase of 82,29 ha, that is, 12,36 %. This would mean an increase of the park, recreation and sport zones to 51,04 ha, representing 6,82 % of the intra villa zone. This means an increase of 40,34 ha, that is, of 377 %. As a result of these changes the green surface/person would be of $44,26 \text{ m}^2$ and with the same number of tourists of $37,2 \text{ m}^2$.

In the intra villa zone of the city, which is the more compactly inhabited area, the central zone with houses in blocks, the green area is almost exclusively reduced to the shores of Covasna Stream, full of multi-storied block, a part of the residential area with commercial units in the ground floor and hotels. A more pleasant zone of the city is the area adjacent to the Dózsa Street, with a promenade aspect. The lack of green areas is characteristic to Unirii Street, too with two big hotels and treatment centers called Dacia și Hefaistos. The extending possibilities and necessities are due to be carried out in the western and eastern parts of the city: in the West at the end of the Dózsa Street there is a little lake and in the East in the Zânelor Valley a whole environmental complex was proposed with alleys and promenades to the Planul Înclinat- which has a great development potential. However, one must mention the bad condition of the traffic road all along the Eminescu Street. Another urgent problem to solve is the heavy traffic and the transportation of wooden material exploited in Comandău. Although the necessity of a road that would circuit the city in the Northern part has been raised, the project can not be carried out since it would directly affect the cardiologic hospital. In Horgász and Hanko Valleys the extension of the intra villa zone is being planned with balneo-tourist aims and for further villa construction since this territory is compatible for its green areas.

The existent sport infrastructure include the City Sport Center in the Plevnei Street and the City Sport Yard in the Dózsa György Street, both of them are public; there is a sport center and a sports' yard belonging to the lyceum in the Ștefan cel Mare Street and a sport yard belonging to the Hotel Bradul in the Eminescu Street.

The free time spending conditions will be better when the lake in the Western part of the city will be arranged for activities like sport fishing. On the other hand the tourist routes of the Întorsurii, Brețcului and Vrancei Mountains are another possibility for mountain hiking,

with routes of different difficulty depending on the length and the level difference of the area. The maintenance and recreation of these areas is the responsibility of the county mountain guards, who can be supported by voluntary help of local students under the guide of an amateur didactic personnel. Nevertheless, such activities can be carried out only with the permission of the Mayor's Office and under the strict observance and guidance of SALVAMONT specialist. The existing arranged tourist routes have indications, tourist marking and halting places which can be further promoted with tourist maps, brochures and guides which would popularize the tourist offers of the resort.

Some of the tourist routes around Covasna are the following:

- 1st Route: Commune Zăbala – top Tistabiuc – top Zârna – top Cobert (1516 m) – top Lăcăuți (1777 m) – Chilișoara Hill – Elveș Challet– Pilișul Covasnei Mountain – Zânelor Valey –Covasna – is a route of apr. 23–25 hours of walking, with blue marking.
- 2nd Route: Covasna – Iacob Hill – top Tistabiuc signed with blue cross, a walk of apr. 3-3 3 – 3 ½ hours.
- 3rd Route: the ridge of the Carpathian Mountains, red route: Pass Oituz – top of Negru Mountain (1227 m) – Valley Oituz Izvor – top Mușat – top Bonio (Brețcu – Oituz Mountains), with continuation in Vrancei Mountains through Cobert Mountains – top Lăcăuți – top Manișca Mare – top Clăbuci – Holom Meadow.

Besides this it would be important to create a route for cycling which would allow the access to the tops in the surrounding of the city and to the ruins of the Zânelor Fortress in the Cetății or Mișche Hills. These routes will be further commented upon in the chapter discussing tourist development projects for the city and for winter sports.

2.11.2. Local Culture

The cultural function of a resort city should have certain special characteristics in comparison to the minor cities which do not have balnear and tourist functions.

In the balneo-tourist resorts the cultural services should be offered separately for the guests of different accommodations houses and those of balneo-tourist centers. In this sense, the suppliers of cultural services should contact tourist offices. On the other hand hotels should have their own infrastructure for performances, dancing, playing, reading, listening to music, promenades and so on which would contribute to the pleasure and diversity of tourists' leisure time activities beside the therapeutic facilities. Public spaces would facilitate the contact between guests and this aspects becomes even more interesting when he clients of a hotel are multicultural, from different countries, regions and of different ethnicities. Another important aspect is the architecture of such places including special baths, pools, pavilions etc. This style is completely absent from Covasna where the architectural aspect is totally modern characterized by the immense hotels built in the 70's. Fountains and streams' architecture is of this style, too. Montana is situated in a beautiful natural environment and it can be seen from a long distance; However, the hotels in the Unirii Street are very similar to block. The hotels from the center dominate the atmosphere and make it very urban, with no relation to nature. Hotel Bradul and Cardiological Hospital have, at least, good location. Hotel Bradul has an architectural style that fits into the mountainous region. The character of the balnear lifestyle, the interaction between guests on the one hand, and the guests and the local population may be influenced by a common distraction center. One of the major problems of balnear treatment centers, which may be characteristic to Covasna, too is the detachment of the 'healthy' and the 'sic' people who are having their treatment in Covasna, mainly if the clients of these hotels are elderly people, not necessarily wealthy. In order to change this image it is not necessarily the clients that need to be changed (which is, however, up to the strategy of the balneo-tourist companies to decide), but the diversification of distraction and cultural possibilities. For this aim the present conditions are not good enough, even though there is a movie hall in the center of the city (Victoria), a City Cultural Center, a City Library and a Plastic Arts Museum in the Kádár László House. The cultural cabin from Chiuruș at the moment exhibits an exhibition of the life and works of Kőrösi Csoma Sándor, savant, linguist and orientalist, the author of the first Tibetan grammar and of an English-Tibetan dictionary. Being one of the great minds of the region, his name is being preserved in the name of a school from Covasna and two busts in the center of the town.

Besides this, the non-governmental organizations of the city play an important role in organizing and maintaining the cultural life of the location. The Kőrösi Csoma Sándor Cultural association assumed the responsibility of preserving the memory of Kőrösi Csoma Sándor. Other cultural organizations are: "Fábián Ernő", "Sf. Aloisiu" (Roman- Catholic Church), "Mayflower" (kindergarten in English), "Inimi Curate" (children's choir), "Pastorala" (choir of the reformat church), "Infinity" (sport programs and competitions for children during city days) and "Iustinian Teculescu" (ethno-folkloric manifestation called „Nedeia modănească”). Several association function without having legal status, like for example the theater of children which functions for more than 30 years.

There are several churches or religious centers in the towns: reformat churches in the Dózsa Gy. Street, in Chiuruș and Voinești; an orthodox church called Sf. Nicolae in and a new one in Voinești; a roman-catholic church in Ștefan cel Mare Street.

Although in the center of the city a new building was constructed in order to serve cultural aims, the lack of financial found did not allow finalization and, probably, the building will function as a hotel in the future.

The patrimonial values of the city are the following: the ruins of Zânelor Fortress or Dacian origins, the reformat church built between 1812-11815, the „Sf. Nicolae” orthodox church in old styles in Voinești (1798–1800), the roman-catholic church (1914–1922) and the Planul Înclinat (monument of the history and development of industry and wood exploitation) from the end of the 19th century. There are several projects designed to implement the functioning of the railway as tourist attraction, at the moment the project could not be started due to the problems related to the legal property of the territory; the society which owned it is under abolition.

In Voinești there are several architectural monuments: the folk houses from Cuza Vodă Street, nr. 53. and Eminescu Street, Nr. 8; the plastic art statue of the soldier and episcopo Iustinian Teculescu, born in Voinești; the busts of Kőrösi Csoma Sándor in the front of the Cultural Center, besides the reformat church from Chiuruș.

2.12. ANALYSES OF COVASNA'S ENVIRONMENT

2.12.1. Brief Overview of the Natural Environment of Covasna

Covasna resort, surrounded by localities Zăbala, Comandău and Zagon, is situated in the south part of the Târgu Secuiesc Depression, in the internal part of the Carpathians and in the East, South-East and South part of which one can see the Vrancei, Penteleu and Întorsurii mountains covered by woods- a natural environment which gives the specificity of the atmospheric parameters: the air, rich in ions, is an excellent form of treatment for people with respiratory problems.

The **hydrographic network** is connected to two basins, namely the basin of Negru River (left branch of the Olt River) and the basin of River Bâsca Mare. The closest streams that flow through the area are the Zăbala, Covasna, Zagon streams, with south direction, branches of rivers Negru and Poplița, which flow into river Bâsca Mare near Comandău village. The sub-mountainous part of Covasna stream is called Zânelor Valley, an area with high tourist potentials. Due to the high relief and lithologic conditions, the streams have longitudinal profile with tight valleys and accentuated slopes.

Representative for this zone are the **hydromineral resources**, the content and quality of which has strongly influenced the development of local tourism and economy. The origins of this water is related to the post-volcanic manifestations of the Călimani – Harghita mountains, to the natural eruption of CO₂ (mofettes) and its dissolving in several forms of subterranean hydrochemical waters billeted in different forms of flinch: carbonic in Zăbala; carbonic, with sodium, magnesium full, arsenic in Covasna.

The **climate** of the zone can be considered temperate-continental climate, with cool summers and moderate winters. Its position in an intra-mountainous basin gives the zone a pleasant climate, with temperature excesses and favorable to tourism for the whole period of the year.

The annual medium **temperature** is of 6,5°C, with its maximums in July and August (17,9°C) and its minimum in January (- 4,5°C). In Comandău, situated at an altitude of 1050

m, the minimum of the coldest seasons gets down to -30°C and the summer is very short. During winter time, in January and February, thermic inversions in approximately 39% of the days are characteristic, that is, the temperature registered in the basin are much below the one registered in the neighboring mountains. The absolute minimum temperature was of $-35,5^{\circ}\text{C}$ and it was registered in Întorsura Buzăului. The greatest amount of **precipitation** is characteristic the period between May and June (80-90 mm) while the most reduced to February (20 mm), and the annual medium is of 599 mm. The **snow strata** has changing Thickness, determined by altitude: in the basin of Covasna the medium thickness is of 20 cm while in Comandău in the past few years the snow strata has reached a 2 m thickness and does not melt for 120 days/year. On the annual level in this locality snowing lasts for 80 days while in the rest of the zone for about 50 days. The annual medium **nebulosity** is of 5,9 tenth with lower values in April, July, August and September. The dominant **wind** is the one blowing from the North-East and South-West, in the orientation direction of the basin and the intensity of which is higher in the winter and in spring (3 - 4 m/s). The local wind called Nemira (a derivate of wind Crivăț) blows in the North-East direction in the big part of the year. The calm atmospheric phenomenon is quite rare, of apr. 26%. Mountain breezes are quite often due to altitude differences.

Vegetation. The microclimatic conditions and the relief forms create conditions for the development of different types of vegetation. Compact woods are characteristic to the big part of the territory: resinous (70%, mainly spruce fir and needle fir), deciduous (30%, oak tree- which gives the charm of autumn landscape). In 1995, a strong storm passed through the slopes of the Curbură Carpathians (Covasna and Comandău's silviculture) and destroyed 3.000 ha of needle and spruce fir (about 3.000.000 mc of wood has been exploited). By the present days this surface has been replanted but the view of the mountainous zones and the ionization of the air has been strongly affected. The green carpet of the meadows is being colored by flowers like chicory, daisy, dandelion and so on.

The **fauna** of the zone includes species with cinegetic value like for ex. brown bear, wild boar, fox, rabbit, stag, deer, moor-cock, lynx and so on. There is a hunting territory of 12.879 ha as part of the Covasna Silvicultural Center's territory - Fond GVS 29 Zagon (Plate

nr. 5) with the following animals: brown bear, wild boar, fox, rabbit, stag, deer, moor-cock, lynx. Hunting, only for bears, deer and wild boars, is possible exclusively with authorization; the ingathering cote changes on the basis of season and specie. For foreign tourist the taxi s fix both for hunting and for following/making photos. The piscicultural basis of the region includes indigenous trout, graylings, minnows and bullheads.

Protected areas. In the middle of the resort one can see the natural reservation called “Balta Dracului”/ „Devil’s Pond”, with the form of a little pond and filled with the mixture of mineral water and mud, in continuous boiling duet o underground gas. In Comandău commune two peat morasses are protected.

2.12.2. Household Waste

The management of Covasna’s waste is handled by the SC GOS-TRANS-COM SRL The city has a waste ramp in Chiuruș.

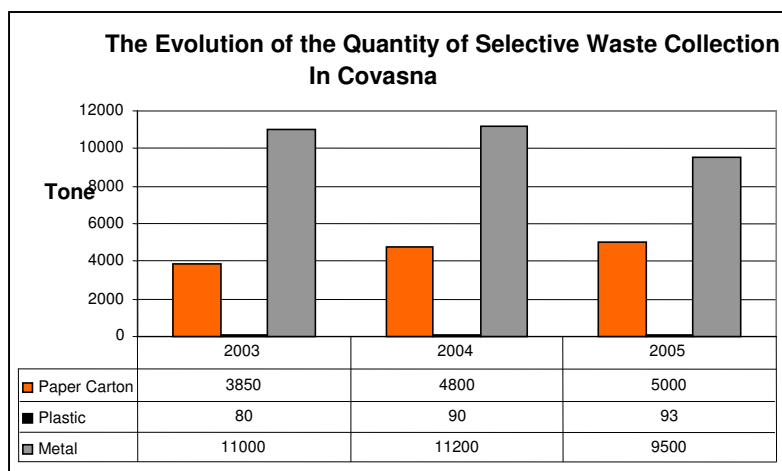
In 2004 the Regional Waste Administration Project has been finalized for the 7 Centers region including the following counties Alba, Brașov, Covasna, Harghita, Mureș and Sibiu. This is a prototype plan on the basis of which a guide will be elaborated for all the regions of the country. This plan is integrated in the National Waste Administration Project which indicated the necessity for about 50 waste ramp places (with a capacity of 100.000 per year) and 15 little ones for the isolated areas.

None of the waste ramp of Covasna County correspond to the legislation in vigor at the moment, mainly due to un-proofing and non-adequate placing, the lack of guarding canals, lack of vaporization collection and other facilities necessary for exploitation.

Due to the planning process the commune ramps are to be closed in the period between 2006-2016.

In the Implementation Plan 1999/31/EC the closing calendar of municipal waste in urban areas has been decided. That is, for the Covasna-Chiuruș waste ramp the limit of closing is the year 2009, together with the ramps of cities Întorsura Buzăului and Baraolt.

The method of **selective waste collection** was not totally applied, it is axed mainly to **PET** collection; in the year 2004 5 containers for PET collection and a pip press were bought.



Collecting waste from the street needs a lot of development. It is only in the central park that there are a satisfactory number of refuse bins. The majority of the tourist and of the local population, however, walks in the other parts of the city, too so there is an immense need for bins in other parts of the city, too, mainly alongside the routes most frequently used.

The growing complexity of problems and standards related to waste collection takes us to the increase of requirements regarding waste treatment installations. In many cases, there are strict requirement regarding the treatment facilities of bigger and complex waste ramps, which presupposes the collaboration of several regional waste treatment centers so as to create and manage these facilities.

The planning process concentrated on creating a controlled for waste collection system and underlines the following combined aspects:

- Recuperation and recycling: recuperation and recycling targets have to be attained according to the legislation in force.
- Depositing: closing non-conform depositing ramps.
- Depositing biodegradable waste: the reduction of depositing biodegradable waste.

The situation of depositing urban waste ramp in Covasna County is the following: 47 commune waste ramp non-located and non-authorized at a surface of 50,08 ha and 5 city ramps at a surface of 9 ha, out of which the Chiuruş-Covasna ramp has the following parameters:

Distance towards surface water: 30 m.

Distance towards inhabited area: 50 m.

Year of opening/closing: 1984/2009.

Project surface: 1 ha.

Project capacity: 250 000 m³

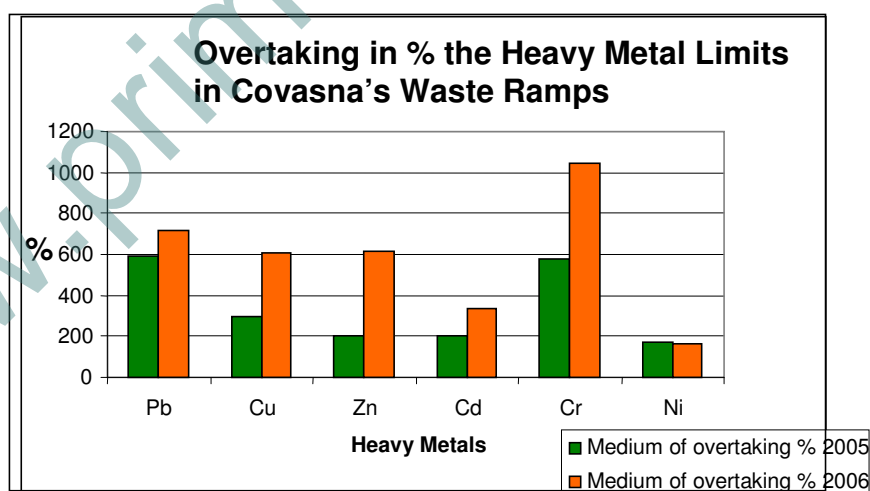
Available capacity till the end of year 2005: 6500 m³.

Depositing surface in the moment of cessation of depositing: 2 ha.

The Impact of Depositing Industrial and Urban Waste on the Environment

The problem of household and city waste has become more and more disturbing due to its raise in quantity, on the one hand, and to its negative impact on the medium, on the other hand. The situation is just as bad in the rural zones, where a considerable amount of surface is covered by household waste with complex components.

Both city, communal and industrial waste deposits, due to the conditions presented above, have a very negative impact on the environment since they contribute to surface and ground water pollution, to soil pollution, air pollution and create a high degree of discomforting for the limithrophe populations.



Although on the international level one can notice a decrease in the total amount of general waste, on the national and county level a 0.8% of increase is being signaled of the medium general household waste index due to the development of salubrity conditions, its extension in the rural areas and to the 5% increase of the quantity of packing introduced on the market.

The mud quantity of purification centers are also in increase due to the extension of the water and canalization system, an increase index that is not more than 1% related to population number. For ex., the Covasna Purification Center has produced an amount of 186 tons of mud in the year 2003 while in 2002 only 100 tons and in 2004 only 122 tons.

It is signaled that the amount of waste coming from constructions and demolishing will also increase.

General waste coming from medical activities is another distinct category which necessitates continuous special management since it enters the category of dangerous waste type. They are diverse and so they need attentive wasting activity. Ordinary hospital waste can be collected and deposited with the city waste but special waste should be collected and treated separately.

In 2005 there were 78-80 tons of dangerous hospital waste in 2005 in Covasna County coming from the two city hospitals of Sfântu Gheorghe and Târgu Secuiesc, non-conforming the EU norms. Since the last two hospital crematories will be closed by the end of 2007, the problem of hospital medical waste will be one very serious in the county not only for the city of Covasna but for the whole county since the city does not have non-pollutant crematory.

In the area of Covasna city there are no dangerous or industrial waste deposits.

2.12.3. Surface and Subsoil Water

The city of Covasna is crossed by the Covasna Stream which has its origins at an altitude of 1240 m and springs from the North-East valley of the Pilis Mountains (1359 m). The

alimentation regime is pluvio-nival; the retention basin was formed almost exclusively on the left side of the river. The stream has a few branches on the left and on the right side, too but these do not count as water alimentation source for the city due to their low level of debit. The stream passes through the city by a well-located three km distance so as not to cause any damages. Characteristic are the spring freshets, when, in addition to the melting snow a considerable amount of rains comes down. The medium debit of Covasna stream is of 1.16 m³/s. After capturing the water from the river, water is sent to the water treatment center with a 20 l/s debit. That is, the utilizable amount of water /day from Covasna Stream is of 1728 m³. Covasna Stream is a branch of Negru River.

From the point of view of water reservations the most important river is the Bâsca Mare River, the basin of which, although it is a branch of Buzăului River by a 15.4 km adduction, allows a great amount of sweet water transportation to Covasna, (72 l/s).

Covasna Stream. On the basis of the data of the past years it is one of the most polluted rivers of the county together with River Baraolt and River Negru.

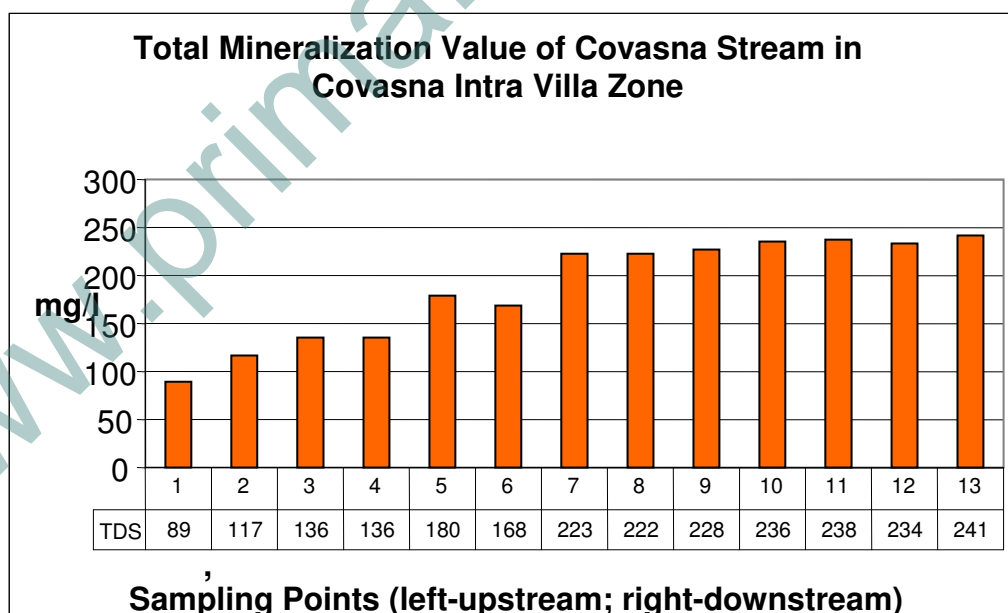
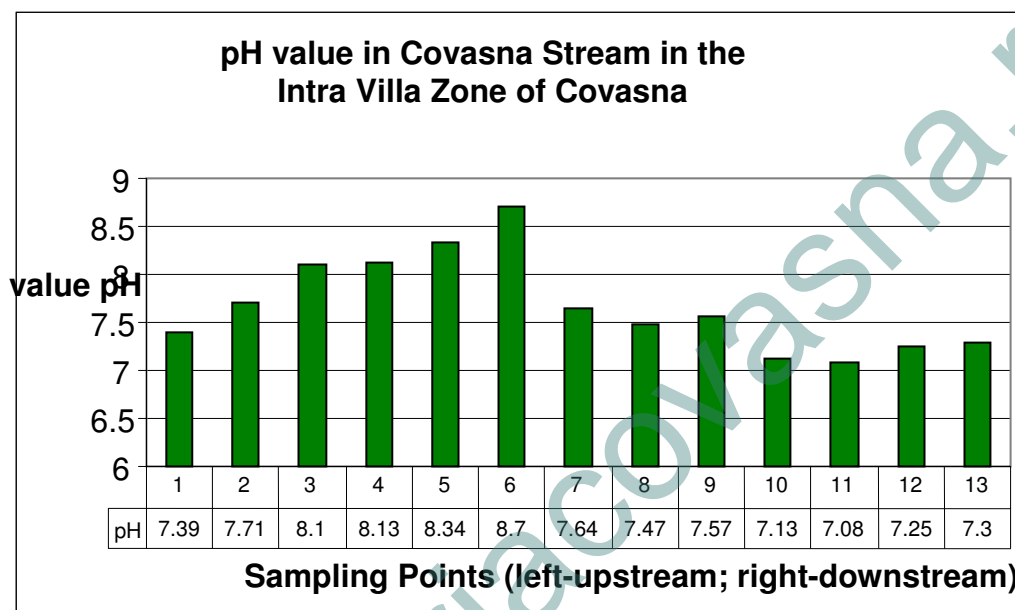
There is an overpass in substances such as **ammonium**, **nitrate** and **detergents**. On the county level only Baraolt Stream has bigger amount of substances than Covasna Stream. This pollution in the water is due to the absence of canalization in certain parts of the city, to dropping household waste in the river and its sides, an act which has a serious negative impact on the flora and fauna of the water. Another negative aspect is exploiting natural resources such as sand, limestone and lumber from reservation and limithrophe areas. According to data, there is a high index of **Fe** and **Mn** maybe of natural origins, but more probable of human origins since the high value of sedimentary and soil heavy metals are usually the result of non-corresponding depositing of industrial and traffic waste.

In July 2007 a series of measures were carried out along the Covasna Stream and several samples have been taken from the intra villa and extra villa area. The measured parameters were conductivity, nitrates, TDS and pH.

The Cardiology Hospital, though it has its own purifying system, affects the quantity of the water and increases it to 8.7. Hanko Stream also pollutes Covasna Stream since the values of mineralization were very high.

Another very serious area is Voinești, where, due to the absence of canalization and waste depositing possibilities the pH and mineralization level of the water is continuously growing. In the central zone, although there is canalization, the pH value is again too high: between 7-10.

Total mineralization index is also increasing, which indicates continuous pollution either due to the mineral resources or to pluvial waters or other factors.



Nitrates are present in all of the analyzed samples and even though their concentration is not specific their value of 5-6-7 mg/l is quite high for surface waters. Nitrates are present due to the absence of proper canalization of certain areas and to the rural (toilet) character of Voinești.

The pollution of the underwater zones is a danger both to the underwater reservoirs of the soil and the hydromineral deposits of the city. There is no specific mineral water protection and so in case of a heavy rains both these and mofettes could become heavily polluted as a result of which the area would lose its balneo-tourist and health regeneration character.

All the pluvial water enters the stream. Problems may appear even in case of a minor rain since many traffic arteries are filled with pluvial water and all materials it contains. Due to the under-dimensioned character of the diameters they get stocked many times and provoke reflux in the system.

Problems are signaled concerning the future: due to precipitation and micro-basin trickling waters will contain a huge amount of waste coming from organic, agricultural, chemical and pesticide degradation.

2.12.4. Mineral Water

Characteristic to this area are **hydromineral resources** the content and therapeutic effects of which have very much contributed to the tourist and economic development of the zone. The origins of mineral water is related to the post-volcanic manifestations of the Călimani – Harghita Mountains, the free emanation of CO₂ (mofettes) and its dissolving in several types of hydrochemical underground water billeted in flint formations: carbonated in Zăbala, bicarbonated and chlorinated, sodic, calcic, magnesium full and arsenic in Covasna.

Carbonated, bi-carbonated and chlorurated, sodic, ferruginous **mineral waters** and the therapeutic mofette gas, all being products of the post-volcanic manifestations, make Covasna a resort with European value axed first of all on treatments of cardiovascular diseases. The high concentration of CO₂ situates Covasna in the first place in Europe since it overpasses the CO₂ concentration from Grotta di Cani, one of the most well known in Europe (Italy) with 24% - 34%. The specificity of gas emanations, the high number of resources, the total debit, the presence of mineral waters and its location in a natural and climatic environment with important therapeutic effects creates an exceptional balneo-tourist potential, unexploited yet.

The main **therapeutic recommendations** for the mineral waters are the following:

- Cardiovascular disorders.
- Digestive disorders.
- Hepato-biliary disorders.
- Other related disorders.

The hydromineral and mofette resources are represented by the presence of 79 drillings, 6 wells, 7 natural springs and fountains and 4 gas emanations. Out of these 46 are of balneo-tourist importance. The **usage grade** of the deposits indicates that out of the **homologate reserve** the used debit of mineral water is of 34% /year and 54% for the top season of the year and in case of CO₂ mofettes it is of 68 % of the homologate reserve. This is important information with respect to the future development of the resort.

Mineral water resources are not exploited and managed in a reasonable way. There are several resource and exploitation beneficiaries and each manage mineral water resources in a way that is convenient for them.

Although the extents of hydrographic protection are a well know fact, there are no clear indication in the area and in many cases the source is not properly protected from the sanitary point of view.

2.12.5. Urban Environment. Drinking-Water Supply

The water alimentation of Covasna, 24 km all in all, is of 92 l/ s debit insured by streams/rivers Comandău, Bâsca Mare and Covasna. Canalization is present in 80% of the city and the purification center has a capacity of 60 l/ s, insufficient for the necessities of the city.

Comandău commune has a centralized water alimentation supply, deficit and non-functional canalization system which does not cover the needs of the location. Only in case of 26% of the houses is the problems solved, but these, however, do not correspond to the standards in vigor.

Villages Zăbala and Zagon have neither central water supply system nor household water canalization system.



Izvorul Covasna dezafectat



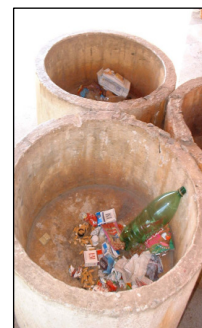
Izvorul Sărat



Izvor în paragină



Foraj închis regulamentar

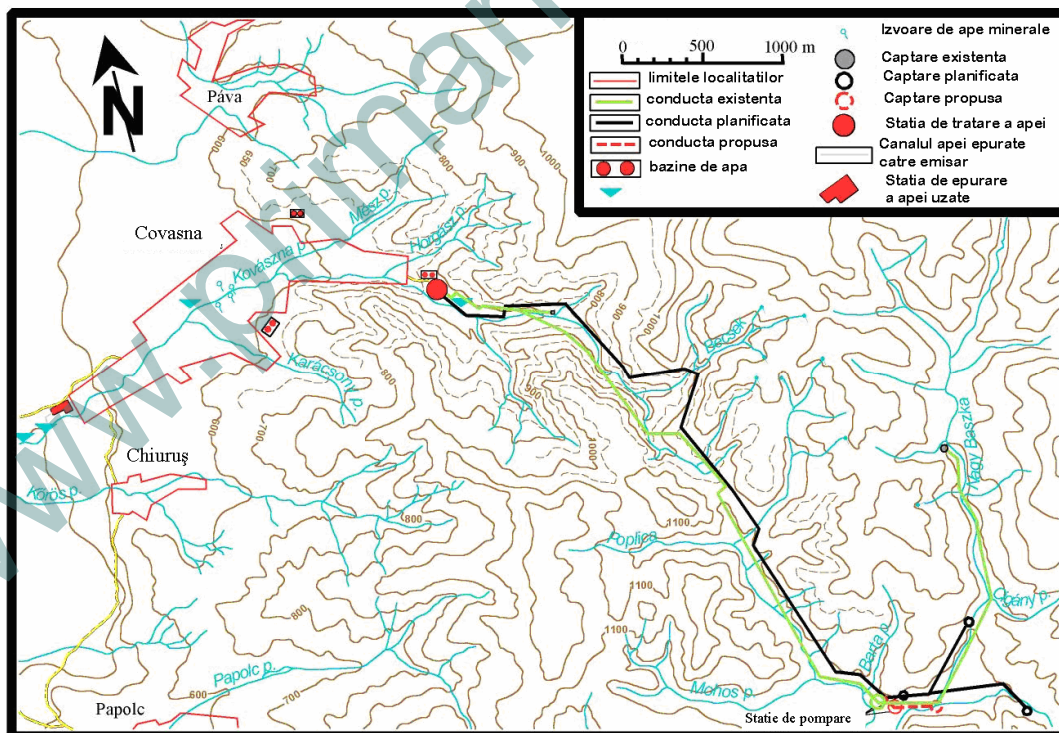


Cândva izvor, momentan pubele pentru gunoi stradal vizavi de Inst

The purification center is situated along the county road that goes to Comandău on the right side of Covasna River. It was built in 1974. The maximum purification capacity of the center is of 92 l/s and the medium is of 66 l/s.

The length of drinking water supply system is of 38 km, which needs reparations, expansion and development. Many of the local inhabitants claimed that the color of the water coming from the facet after abundant rains is brown due to adjournments. That is, the purification center need modernization, a project in process which will be executed from European funds and it will include distribution expansion, too.

In case of the public drinking water supply system problems have been registered, too due to drinking water comes from the surface and periodically chemical indicators overpass the safety limits. Deficiencies have been signaled referring to capturing, treating and distributing drinking water.



The quality of captive water is destroyed in many cases due to the close presence of forestry exploitation in the restricted sanitary area as a result of which the necessary amount of water is not distributed to the population. For ex. out of the 35 samples that were taken in 2005 at the exit point of the treatment center the number of bacteriological colonies sat 37 ° C overpasses the CMA in 20% of the samples.

In 33.33 % of the samples collected at the exit point of the treatment center the Ni level was above CMA.

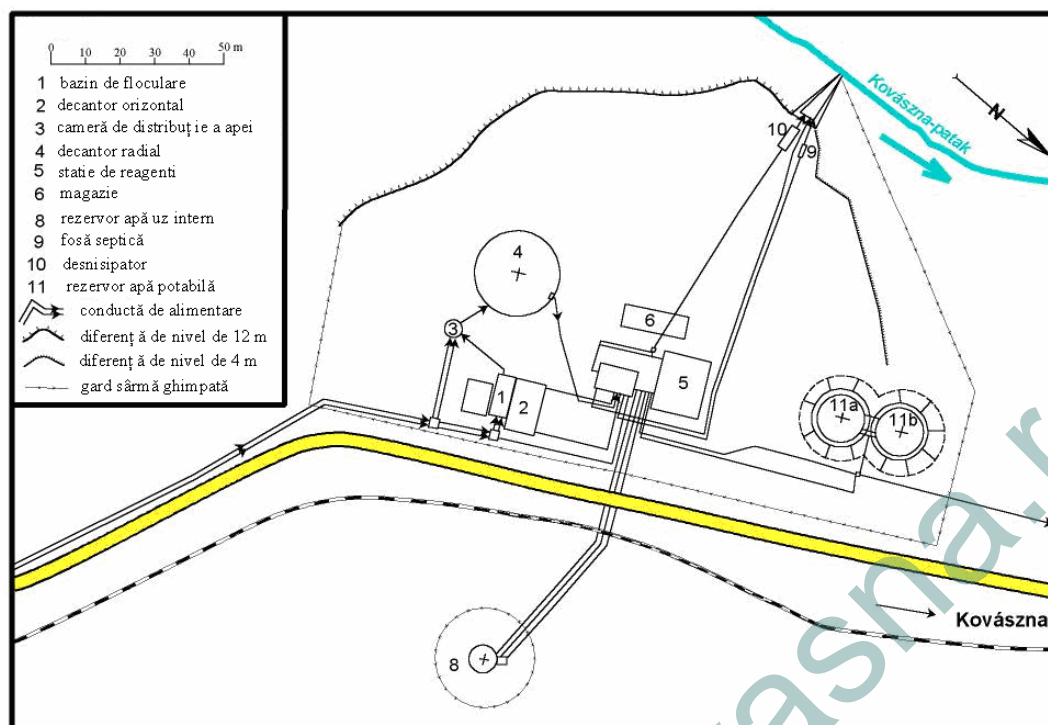
In 66.67 % of the samples collected at the exit point of the treatment center the Pb level was above CMA.

In 33.33 % the samples collected at the exit point of the treatment center the turbidity level was above CMA.

Those who are not connected to the public system take water from private fountains with non-corresponding water quality. In order to reduce or eliminate the possibility of diseases caused by water supply from private or public fountains, it is recommended that the centralized drinking water supply system and the canalization system would be extended.

The following picture is the structural map of the treatment center.

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The drinking water supply system covers only 70% of the city; out of the 12800 inhabitants only 9100 are connected to the drinking water supply system. The majority these installations is made of cast iron pipes which allow huge amounts of loss of water. There is no available data referring to the amount of water loss, the service center is not obliged to intervene since the loss is paid by the inhabitants of the city. An extension with 8350 m is contemplated but this time plastic pipes with high density will be used, HDP. Hotels are also connected to the system; in case of a maximum reservation number this means a surplus of 6000 people.

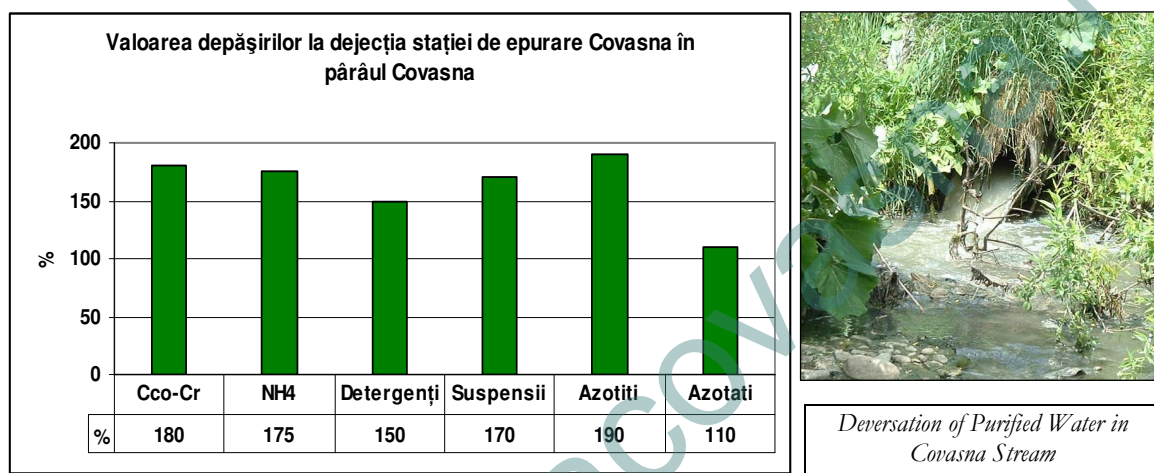
2.12.6. Canalization, Water Purification Center and Evacuation of Purified Water to Water Conduits

The length of the canalization system is of 20 km, made of azbo-cement. The number of inhabitants connected to the canalization system is of 7000. That is, there is a quite big number of inhabitants who sloops household waste water to the river/stream.

Although pluvial canalization is separated, due to the degradation of the system in case of abundant rains there is water surplus of 30-50 l/s at the end of the household canalization system which makes impossible the purification of the huge amount of water.

The purification center was built in 1975 and it is situated at the entrance of Covasna from the direction of Brateș, along road 121.

The surface of the station is of 5950 m², its maximum purification capacity is of 60 l/s, the medium is of 40 l/ s.



Legend: The Value of Overpasses at Unloading to Covasna Stream in the Covasna Purification Center

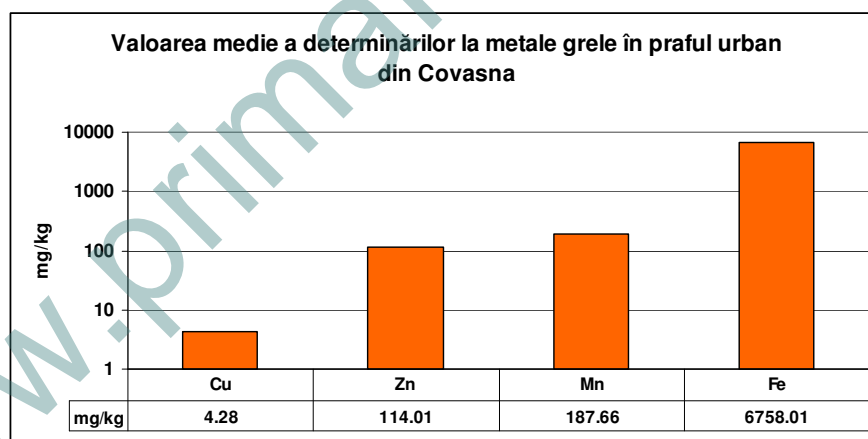
During the year 2006 the purification center of Covasna has functioned non-corresponding to prescriptions. The monthly analysis shows that the NH₄ indicator permanently overpasses the allowed limits. The present problems that are observed at the exploitation of water purification installations are due to the absence of reagents, lack of maintenance activities, technical deficiencies and overuse of the system.



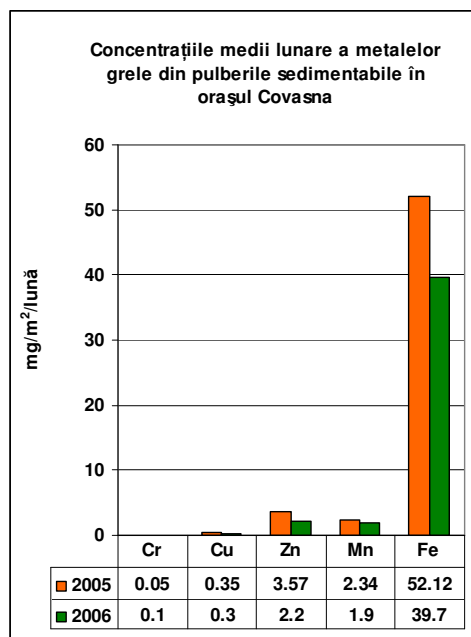
2.12.7. Sedimentary Dust and Soil Situation

In Covasna County, due to the absence of hard and metallurgic industry there is no significant amount of heavy metal emission. There is a monthly measure of sedimentary dust indicator. Nevertheless, in certain areas there is an overpass of the limit indexes which is probably due to road traffic and to soil erosion.

The following graphics contain data referring to the sedimentary dust heavy metal concentrations:



Legend: Medium Value of Heavy Metal Index in the Urban Dust in Covasna

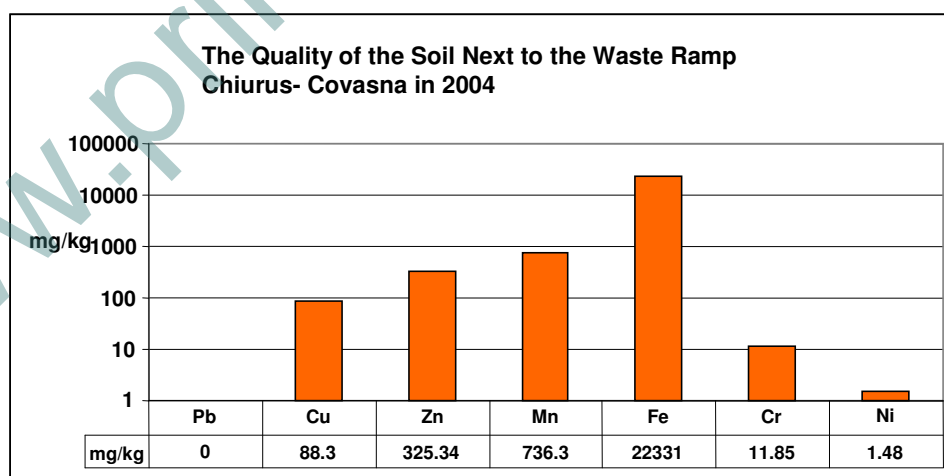


Legend: Monthly Medium Heavy Metal Concentration in Covasna City

Unfortunately, in the year 2005, with a maximum number of tourists in the top season there were no measures carried out. The high value of iron in the soil and in the dust is due to the abundance of mineral waters.

The presence of heavy metals in the dust and in the soil is not a good characteristic since it accumulates in the human body and causes many long term diseases.

The following graphs contain data referring to the heavy metal index of the soil. In certain cases the index was so high that logarithmic scale needed to be used.



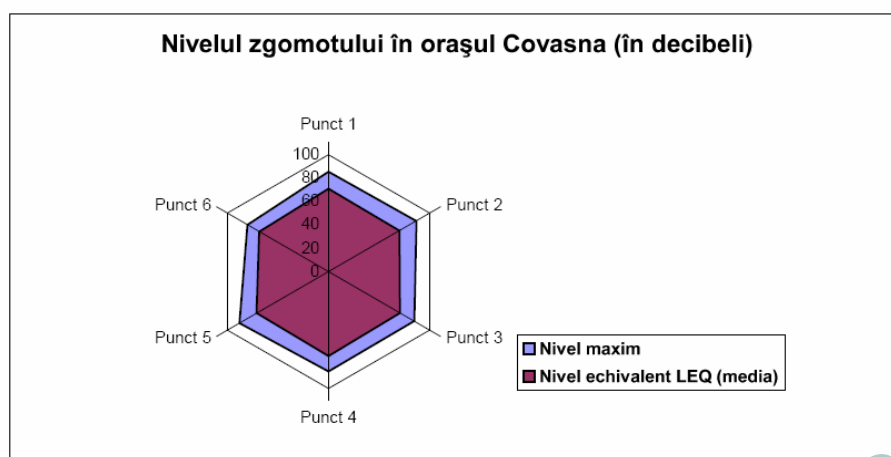
The pollution of the waste ramp will have long term deleterious effect of the underground, surface waters and the agriculture. It is absolutely necessary to hand this problem: to close it according to a project and clean it.

2.12.8. Green Areas

The city has 73.6 ha green area, that is, 65 m² / inhabitant, according to the Report of Environment for 2006. This index situates Covasna at the second place in the Central region (made up of 6 counties), after Miercurea Ciuc Municipium, which is clearly a mistake, a wrong data, because this is impossible, concerning the existing green areas in Covasna. These areas here are scarce and situated outside of the town, on the peripheries, without any amenities. The maintenance and the increase of this index should be the priority of the city. One must not forget that this index includes the forest areas of Comandău Village, too and so the real value is much lower. This can be sensed in the central region of the city, too, where the hotels are situated and where tourists do not really have available green area.

2.12.9. Surrounding Noise

The results of the monitoring activity of noise pollution carried out by APM Sf. Gheorghe indicate a dynamic increase of noise pollution. The following graphic indicates the noise pollution levels registered in 2005. The noise pollution of Covasna is caused by traffic, first of all, and, secondly, by industrial and tourist activities.



2.12.10. Risk Factors and General Situation of Natural Environment

The area is not affected by major risk factors. The storm that took place on the night of the 5th and the 6th of November 1995 has destroyed more than 3000 ha of wood. Wood material has been exploited and trees were planted. This natural phenomena can be prevented by planting both resinous and deciduous trees which have much stronger roots and are much more resistant to storms.

In order to effectively handle the inundations from the East part of the locality, stabilizing and regularizing the course of water is absolutely necessary.

Due to poor industrial development, the city and its surroundings will probably not be affected by this type of pollution. By reducing the amount of wood of the hills the reduction of the ion level of the air was solved, too. Detouring the transitory traffic, as was proposed by the General Urban Plan of the city, too contributed to the reduction of noise and burning fuel pollution level.

2.13. COMPARING COVASNA WITH OTHER NATIONAL AND INTERNATIONAL BALNEOCLIMATIC CENTERS

We will carry out the competitiveness analyses on two dimensions: on the basis of the available data and information we will do a comparison between the other balneo-climatic resorts of the country, which have a more or less similar profile to Covasna's. The other dimension, the so called 'visionary' one, will be carried out by comparing the advantages and competences that can be expressed in exact data and which give birth to the comparative analyses and the 'created' competences out of existent the natural conditions (for ex. mineral waters, location).

Băile Tușnad (Bath) owes its name to the therapeutic treatments based on its mineral waters (bi-carbonated, sodic, calcic, carbonated, chlor-sodic, magnesium full, hypotonic, ferruginous and with low radioactivity) and its mezzo-thermal springs, its mofettes and sub-alpine climate. The extremely attractive natural medium includes the Olt Valley and its paths, the lake with volcanic origins Sfânta Ana and the artificial lake called Ciucaș. In addition its infrastructure with almost 2000 places available as accommodation, its restaurants and distraction places contribute to the popularity of the resort.

The balneo-climatic resort **Sovata** is very popular both on the national and the international level due to its therapeutic environment and the partially renewed infrastructure.

The natural resources of the resort include the salted waters, heliothermic (Lake Ursu, Lake Alunișul), the black salted mud with therapeutic effects and the gentle climate characteristic to the hills situated at the bottom of the mountains. Also, Sovata has the necessary installations for hot tube baths and for mud, aero, helium and physic treatments. The water is used for gynecologic treatments and for treating other disorders like post-traumatic disorder, disorders of the nervous and the vegetative system, cardiovascular, metabolic, endocrinal and nutrition disorders.

Borsec resort has diverse and rich natural resources. Due to its commercial and balneologic value, one of the most important are the mineral water resources. The mineral water of

Borsec is known for more than 400 years, it was a well known product of the aristocratic courts. The curative factors of the resort are the following: sun, air baths and field cures, mineral waters, carbonated emanations, mofettes, peat mud, hydro and physiotherapy, alimentary diets/cures and its medical culture. In Borsec there are mineral water resources that are carbonated, sodic, calcic, carbonated, magnesium full and with a high iron value. The pharmaceutical studies show that all increase the secretion and the acidity of the gastric crush. The Petőfi Spring disheartens slightly the gastric secretion. All dishearten the biliary secretion and the water of the Principal (Main) Spring is colecistocinetic. It has a hypo-colesterization and anagotoxic effect and it normalizes the basic burns. It is recommended for the following disorders: digestive disorders, chronic hepatic disorders, respiratory disorders, diseases of renal and urinary system, diseases of the cardiovascular system, hypertiriodism.

2.13.1. Comparative Analyses of Natural Factors of Balneoclimatic Centers in the Eastern Carpathians

Before we start presenting the comparative analyses we would like to define some of the concepts that we are going to use from now on. These will be the following parameters of the climatic characteristics of the analyzed centrums (Ciangă, 1998):

- *Thermic comfort parameter*: frequently used in the bioclimatic research studies; it refers to the correlation between the temperature of the air, humidity and wind conditions in which the human body tries to maintain a constant temperature by heat accumulation or yielding. Calculating this parameters is a complex procedure that implies the following indexes: air temperature, relative humidity, wind speed on the basis of Missenard's formula. Then, on the basis of the correlation graphics and the altitude for the Orientali Carpathians, of the basin, of the Eastern or Western slopes one will get a 10 to 12 days of thermic comfort with 600 m altitude and in case of the mountains between 600 and 1200 m altitude a number of 5 to 10 days of thermic comfort and above 1500 one can not find days with thermic comfort.

- *Bioclimatic stress*: it is a very important parameter from the point of view of indicating the topoclimatic therapeutic characteristics of the resort. These parameters indicate the climatic limits in between which the organism can maintain equilibrium between the regulatory systems and above or below which it becomes stressed and launches self-defending and adapting mechanisms. Wrinkling climatic stress refers to the coldness or hotness sensation and it is calculated by P. A. Liple's formula.
- *Pulmonary Climatic Stress* is related to the respiratory changes as result of the ambient environment by absorption of oxygen and elimination of CO₂. On the basis of the tension of the atmospheric water vapour it may be relaxant (non-stressing), dehydrating in the winter time when the air is poor in vapour and hydrating in the hot months.

The above two types of stress are called global bioclimatic stress.

By taking into consideration the open air tourist activities and the effect of the bioclimatic factors on the organism the climato-tourist parameter can be calculated on the basis of the following three factors (R. Clausses and A. Gerault): the duration of sunshine, the temperature of the air, the duration of daytime precipitation.

In the following we will present Elena Teodorean's table of to the ten bioclimatic resorts that refer to the tourist, climate and bioclimatic characteristics of the resorts analyzed and which includes Covasna, too.

Comparing the climatic and bioclimatic characteristics of balneo-climatic resorts.

Balneo –climatic resort	Altitude	Climatic Characteristics				Bioclimatic Characteristics				
		Sunshine duration (hours)	Precipitation (mm)	Annual nr. Of days with snow	Medium thickness of snow	Nr. Of days with thermic comfort (July)	Bioclimatic Stress			Climatic-tourist Parameter (August)
							Wrinkling	Pulmonary	B.c. in total	
1. Tuşnad Băi	625-655	1850	650	75	25-30	13	12	32	44	57.0
2. Borsec	800-910	1800	750	90	40-50	7	18	30	48	57.5
3.Covasna	550-600	2000	550 ⁴	75	25-30	14	16	23	39	58.0
4. Slănic Moldova	450-530	1900	700	80	25-30	12	15	32	47	58.5
5. Sovata	475-530	1850	750	70	20-25	10	12	21	33	60.0
6. Sângeorz Băi	430-460	1900	700	75	30-40	10	12	20	32	58.0
7. Slănic Prahova	380-430	2100	750	60	20-25	14	12	30	42	71.5
8. Vatra Dornei	790-900	1800	700	100	40-50	6	13	30	43	57.5
9.Borşa	850-880	1600	850	100	50-60	12	13	25	30	54.0
10. Izvorul Mureşului	880-900	1800	700	100	25-30	7	13	30	43	54.0

Source: Nicolae Ciangă, 1998, *Tourism in the Oriental Carpathians*

As it is indicated in the table above, Covasna has good climatic and bio-climatic characteristics and it occupies (among the ones analyzed) the 3rd place from this point of view: from the point of view of sunshine duration it is situated in the second place; in case of precipitations: not too abundant; in case of snowfall it has a back position (6/7/8-these positions are occupied by resorts with the same values); nr of days with snow layer: the more the better; medium thickness of snow layer: 5/6/7/8- the situation may be negatively influenced by Comandău where the annual medium

⁴ according to a local specialist, Mr. Gyila Sándor, the level of total precipitations in Covasna are much higher, around 700 mm/year

thickness of the snow layer is much higher. It may be considered the opposite pole of Borsec, 'cold pole' between resorts since it occupies the first position in case of days with the most amount of sunshine, it has low bioclimatic global stress index and in case of the climatic-tourist parameters it occupies positions 4/5.

In what follows we will compare the characteristics of hydromineral deposits of the balneo-climatic resorts analyzed:

Hydromineral characteristics of the balneo-climatic resorts analyzed:

Balneo-climatic Resort	Mineral Substance Content mg/l	Content CO ₂	Total Debit l/s
1. Sângeorz Băi	8359	1108.0	1.50
2. Vatra Dornei	250-1750	148-1688	6.90
3. Borsec	2312 –7160	345-2647	21.95
4. Băile Tuşnad	3146 –8278	1180-2039	7.20
5. Malnaş Băi	509-6781	101-1424	0.40
6. Bălványos	5131 –10331	553-1875	0.90
7. Covasna	633-17377	1000-2500	10.20
8. Slănic Moldova	2491-25155	0-2677	10.80

Source: Nicolae Ciangă, 1998, *Tourism in the Oriental Carpathians*

It is evident that the mineral waters from Covasna have a good position in comparison with the other important 'competitors'. From the point of view of mineralization apparently it is among the first; the 17000 mg/l is a very good mineralization index in comparison with the other mineral waters of the country; the same index for Slănic Moldova is much higher but as a matter of fact this is not due to the diversity of oligo elements but due to the high chlor-sodium index (which can reach very high levels like 150 thousand mg/l). Moreover, concerning the bioxide carbon content of the 'Covasna mineral water', the mineral waters from Covasna occupy the first position. Concerning the last characteristic, the total cumulated debit, the springs from Covasna are much above the medium of all the other

resorts, which is again a very important advantage both from the tourist and the economic point of view.

Other outcomes of the step by step post-volcanic processes are the CO₂ gas emanations and the sulfurous emanations of mofette origin used both with and without mineral water treatment mainly in case of circulatory disorder treatments. One must underline the purity of mofette emanation in Covasna (98.0 %CO₂), the purest of all the mofette emanation in Europe in comparison, for example, with the accentuated heterogeneous composition of the mineral waters from Băile Tuşnad in which azote/nitrogen is dominant (53.31%). Other components of mofettes emanations are radon and radioactive isotopes which affect the biological mechanisms like RaA, RaB, RaC, RaC.

Characteristics of the Mofette Emanations

Location Of Mofette Emanations	nCi	Mach Units
Covasna	0.053-0.371	0.15 –0.98
Harghita Băi	0.274 –0.355	0.74-0.97
Băile Tuşnad	0.110	0.30
Malnaş Băi	0.180	0.45
Borsec	0.140	0.38
Turia	0.501-0.703	1.37- 1.92

Source: Nicolae Ciangă, 1998, *Tourism in the Oriental Carpathians*

Mofette emanations have a high debit in general. It is estimated that in 1958 the Turia gas emanation went up to 1448000 kg CO₂ and 6400 kg H₂S. Also, the high altitude of some of these resorts (Harghita Băi at 1330 m, Sântâmbbru Băi at 1284 m) offer the possibility of great developments: recreational activities, wellness and winter sports.

The following table we list the resources of the resorts so as to get a unitary view of the 'competitors'. Points are given according to the following system: 1 is the worst, 5 is the best.

	Băile Tușnad	Covasna	Borsec	Sovata
Tradition	5	5	4	4
Environment	3	3	4	3
Accessibility	5	4	3	4
Complexity of Services	4	4	2	4
Tourist Infrastructure	4	5	2	4
In Total:	21	21	15	19

The rate of the factors may be modified as follows:

Factor, Rate	Băile Tușnad	Covasna	Borsec	Sovata
Tradition, 10%	0,5	0,5	0,4	0,4
Environment, 15%	0,45	0,45	0,6	0,45
Accessibility, 25%	1,25	1	0,75	0,5
Complexity of Services, 25%	1	1	0,5	1
Tourist Infrastructure, 25%	1	1,25	0,5	1
In Total, 100%:	4,2	4,2	2,75	3,35

In what follows we will give a brief explanation so as to clarify the classification modalities.

Tradition: the traditions and customs that have been inherited and maintained from generation to generation. Associating point with location has been done in the following way: we have analysed the time period since which the services are being offered and the traditions/customs they have.

Environment: close related to the concept of *system* and so we can not treat one without the other. The environment is the amount of factors that influence the system. A concrete system may be defined if we give its elements with exactitude and if we identify the possible influences and interactions one may have with the other. When we analyzed the environment we took into consideration the factors that determine the aspect and the atmosphere of the location/resort and, in addition, natural resources, climate and pollution

level. All these are very important from the tourist point of view and strongly affect the character of the location.

The **complexity of services** is the bench mark of each and every tourist unit. Distraction possibilities have to be offered and not left to the imagination of the tourists. In this case we took into consideration the diversity of the annual distraction services, that is, on the summer and on the winter time, the quality and the dimensions of tourist information services like info points, brochures, info boards, tourist maps, tourist markings etc.

Accessibility: the distance of the location from heavy traffic roads: national and international roads, airports, type of railway access. That is, what are the accessibility parameters and the means of transport.

Tourist infrastructure: it has many subcomponents. The most important are: available water surface, treatment possibilities, distraction possibilities, attraction elements, accommodation and parking possibilities.

Conclusions:

Increasing the professional level is indispensable. In case an aggressive and extensive competition it can be successful only in case of satisfying and good quality tourist services. If instead of a 'cheap resort' we can popularize the image of a good quality resort, the profit of companies and personnel will highly increase. Natural resources are abundant, tourist infrastructure renewal and development is absolutely necessary.

2.13.2. Comparison of the National Infrastructure of Balneoclimatic Centers

If we analyze the dynamics of accommodation possibilities between 1972 and 1990 we come to some very serious contradictions:

Comparing Accommodation Capacity:

Balnear Resort	Accommodation Capacity Different Years			Increase Between 1900 and 1972 %	1998	2003	Evolution Between 1990 and 2003 %
	1972	1980	1990				
Slănic Moldova	2832	3378	3228	+13.9	n.a	n.a	-
Sângeorz Băi	630	2138	2150	+241.3	n.a	n.a	-
Covasna	341	1114	2218	+469.8	2213	2324	+4,77%
Tușnad	2388	2718	2955	+16.5	2784	1946	-34%
Borsec	2799	2847	2783	-0.6	2095	374	-87%
Sovata	2552	3735	4369	+71.2	n.a	4152	- 5%
Vatra Dornei	1140	1634	1884	+65.3	n.a	n.a	-

Source: Nicolae Ciangă, 1998: *Tourism in the Orientali Carpathians*, National Statistics Institute of Harghita County, 2005.

After the changes in 1990 the accommodation services of the resorts evolved in a contradictory way. While some of the resorts experienced a very positive development (the number of accommodation places has increased with 100 – 120%, or, even more, with 400% in the period between 1972 and 1990, like in case of Sângeorz Băi, Covasna) in case of other resorts this development was much slower (between 10 and 100 % like in case of Slănic Moldova, Tușnad, Vatra Dornei and Sovata. A third category is represented by Borsec which reached a level of stagnation in the 70's and 80's and from 1990 it started a slow decrease of - 0,6% and which accumulated in a total devastation by the end of the century (in comparison with 1990 the capacity has decreased with 87%).

2.13.3. Analyses of Local and International Competitiveness.

2.13.3.1. Common Characteristics with Balnear Resorts from the Orientali Carpathians and Other Resorts of the World

Most of the mineral waters in Romania are found in the Orientali Carpathians, in the mountainous basins. Their diversity, therapeutic effects and their debit is concurrent with any of the other European resorts. Since both the state of infrastructure (highly deprived) and the level of diversity of services is very low in all of these Romanian resorts, it might seem useless to compare them with the balneo-climatic resorts from Western Europe.

In the table from below we highlight some of the common characteristics of the balnear resorts from Romanian with some of the developed ones in Europe which also have tourist services and we will highlight some of the main characteristics of the mineral waters, too (Talaba, 1991).

Mineral Waters Used for Treatment	Locations and Springs with Similar Waters in the Orientali Carpathians	Locations from other Countries With Similar Waters That Are used for the Same Treatments
1. Alkaline Waters With Effect on Diminution of Gastric Secretion	Slănic Moldova, Covasna , Malnaș, Bodoc	Vichy, Royat și Mont D'or (Franța); Neuenahr, Ems și Betrich (Germania); Hisaria (Bulgaria).
2. Ferrous Waters	Borsec, Sângeorz Băi, Vâlcele	Saint Nectaire, Contrexeville, Vittel și Evian (Franța); Wildungen (Germania); Montecatini (Italia).
3. Ferruginous Waters	Tușnad, Vatra Dornei, Vâlcele, Valea Vinului și Poiana Negri	Harrogate (Anglia); Levico și Roncegno (Italia); Vals și Autenil (Franța); Kissingen, Oeynhausen, Lausieck și Pymont (Germania).
4. Cloro-Sodic Waters	Slănic Moldova, Malnaș, Sângeorz Băi, Bodoc, Zizin, Tușnad	<i>Ape reci:</i> Hamburg, Kissingen, Baden-Baden, Wiesbaden și Neuheim (Germania); Montecatini, Battaglia și Abamo (Italia); Bourbonne-Les Bains și Salin Montters (Franța); <i>Ape termale:</i> Nauheim, Baden-Baden (Germania), Battaglia (Italia), Bourbonne-Les Bains (Franța);
5. Bi-carbonated Calcic	Borsec	Piatigorsk (Federația Rusă);

Waters		
6. Sulphurous Waters	Băltătești	Karlovy-Vary și Marianske Lazne (Cehia), Montmiral (Franța), Friedrichshall (Germania), Sandanski, Kustendil și Varchets (Bulgaria), Soci (Federația Rusă);
7. Radioactive Waters	Slănic Moldova, Bálványos	Masutami (Japonia), Valdemerillo (Spania), Laco Ameno (Italia), Hisaria și Valingrad (Bulgaria);
8. Bicarbonated Sodic Waters	Malnaș, Bodoc	Vichy (Franța), Hisaria, Sandanski, Devin, Kustendil, Narecheten și Albena (Bulgaria);
9. Earthy Waters and Earthy Alkaline	Borsec, Slănic Moldova, Sângeorz Băi, Vâlcele	Saint Nectaire, Contrexeville, Vittel și Evian (Franța), Wildungen (Germania), Montecatini (Italia), Zeleznovodsk (Federația Rusă);
10. Cloro-sodic, Bi-carbonated Sodic and Mixt Waters	Slănic Moldova	Royat, Saint-Nectaire, Bourbonne și Evian (Franța), Gleichenberg (Germania).

On the basis of the data from below we may conclude that the mineral waters from the Orientali Carpathians represent all the types of mineral waters existent in Europe. Their diversity is so big that it makes these waters unique in Europe.

2.13.3.2. Covasna's Competitiveness on the International Level

If we examine today's Covasna from the point of view of its natural resources, therapeutic factors, basic tourist infrastructure, human resources and geographic location, we realize that it is impossible to find other points that would make possible its comparison with other balneo-climatic resorts. Covasna is on the third place on the national bath market from Romania with a market share of 7,9% (using the free tickets or being financially supported by the state; the majority of the clients enter this category). The factors that make a unit competitive in tourism in general or in health tourism can be classified into four categories:

- The dimensions and the structure of services, their variety and the level of process
- The demand trends, following and creating the preferences
- To what degree is the offer known

- The accessibility of the offer

On the basis of the classification from above it is almost evident that it is not enough to talk of the competitiveness capacity *in general*, but we must, on the one hand, follow and *identify the markets* on which the local and the regional qualities may become competitive and, on the other hand, we must consider the efforts of the organizations that will be able to carry out the development work.

The basic idea is that the future development of Covasna has to be considered on the basis of the developments that are to be carried out in the health tourism sector. To support this project given are the local natural resources, on the one hand, and the challenges of the exterior environment, on the other hand. More to the point, the demand on the international market concerning the services of the type is fast growing. The competitiveness of the situation is intensified by the fact that in case of other resort centers from foreign countries identifying the demands and popular trends, investments, organizing the market and the allocation of the state have started a long time ago and development works need not to be started on such low levels as are needed in most of the resorts of Romania. On the basis of the present situation of Covasna as a resort, if we want to compete with the other resorts of Eastern, Northern and Western Europe we will enter the competition on a very low position.

The skeleton of creating the competitiveness of Covasna is supported by the qualitative and quantitative parameters of its mineral waters, its diversity and its therapeutic effect, its balneo-climatic characteristics and, in addition, the architectonic heritage of the Austro-Hungarian Monarchy, respectively, the atmosphere of the Romanian balneo-climatic resorts between the two world wars, the nostalgic style of the past baths which can be intensified with the location of the place in the beautiful geographic natural environment, the mountains in the surroundings of the location, the contrast between the esthetics of the landscape and its recreational elements.

In order to create the future image of Covasna the examination of the characteristics of the well-known international resorts is highly recommended for competitiveness considerations. This comparison may help us identify the non-existent element of the locality, the natural environment of Covasna resort.

The main international competitors, on the basis of the characteristics of the thermal waters are: Vichy, Royat and Mont D'or (France); Neuenahr, Ems and Betrich (Germany).

Baths in France

Vichy, a town with 26,528 inhabitants, is situated in the banks of River Allier. The spring of the river is in the Massif Central Mountain in the South, near the capital of the city, in Clermont-Ferrand.

Rheumatological Cure

Thermal cures are recommended for those who have a chronic disorder and as complementary to a classic, medical, surgical or medical treatment, or some type of substitution treatment in case of contraindication or intolerance to a certain type of treatment. In case thermal water treatments the other forms of therapy may be left behind since it spores the efficiency of curing and the amount of necessary pills.

Natural Therapy

The beneficiary characteristics of the mineral waters are combined (Thermal water, chemic composition, physical and mechanic effect). The most frequent form of therapy is hydrotherapy. The basic treatment forms are mud therapy, drinking cure, shower, water massage and water gymnastics in pools.

Field Treatment

It is used in the following cases: it is used in case when the disease is caused by the environment in which s/he works and it can not be treated by mineral water cures.

Rheumatology Cures

It is an exclusively external type of treatment. The main symptoms are chronic pain and articulator ankylosa. Indifferent of the quality of the thermal water, of the water itself and its temperature, the water creates optimal conditions for calming articulator pain, the diminution of pressure and helps movement. Temperature has sedative effect on pain. The quality of the water from Vichy is its richness in oligo-element, fluorine. In the present it is a widely accepted fact that digestive problems are in causality relation with taking aspirins. This belief, again, supports the opinion according to which thermal water cures are much more efficient and do not have side effects.

Recommended for: arthritis, osteoporosis, chronic rheumatism, chronic inflammatory rheumatism, functional pathology, traumatology.

Pathologic Digestive Cure

Mineral bath drinking cure has the following way of treatment: it is recommended to drink a quantity of 20-40 gr every half and hour concomitant with external mineral water cures, showers, and thermal mud.

Number of Accommodation Places in Vichy:

	Hotel	Camping	Apartment	Room
4 *	2	4	-	-
3 *	5	3	-	-
2 *	27	2	-	-
1 *	5	1	-	-
Without*	6	-	1	11

Source: www.vichy-tourisme.com

Royat, a little locality with 4658 (1999) inhabitants, in the region of Auvergne, is situated in the center of France. Thermal springs are known from the Roman times the ruins of which can be seen today, too. The hydro-mineral resources from Rozat –Chamalieres have a chloro-carbonated composition, sodic and rich in carbonated gas. The Eugenie mineral water source is important for its 100 000 liters of water debit per hour and for its 32,5° C water degree. It is rich in carbonated gas and in oligo elements (5 g minerals/liter). The tourist season in Royat begins in the second part of April (9th of April in 2007) and it usually ends in the third week of October (19th October in 2007).

The mineral water cure from Royat is recommended for cardio-vascular and rheumatologic disorders.

Number of Accommodation Places in Royat

	Hotel	Camping	Apartment	Pensions
4 *	-	1	-	6
3 *	1	-	-	15
2 *	5	1	2	23
1 *	1	-	-	3
Without *	1	-	-	-

Source: www.royat.fr

Mont Dore is a spa town in the middle of France, on the right side of River Dordogne, closet o Clermont-Ferrand. There are 12 thermal springs in the city, known since the Roman times, which contain bi-carbonated sodium, arsenic elements and iron. The climate of the location is very rough and so the tourist season start son the 21st of April and ends on the 20th of October. It is recommended for respiratory and rheumatic disorders.

Types of treatments

For the respiratory system: drinking cures, nasal irritations and pharyngitis, inhalation, pulverization, aerosol, pharyngitis shower, nasal gas shower, the Proëtz Method, collective inhalation, baths, jet showers and steam showers.

Rheumatology: drinking cures, hydro massage, underwater shower, jet shower, affusion local shower, mobile steam shower, thermal gas injections.

Mont Dore is also popular for its therapeutic effects for asthma, neurological and rheumatic paralytics.

Number of Accommodation Places in Mont Dore:

	Hotel	Camping	Villa	Pensions
4 *	-	-	-	-
3 *	1	1	-	-
2 *	17	2	-	2
1 *	6	-	-	1
Without *	5	-	2	-

Source: recherche.tourism.fr

Baths from Germany

The city of **Neuenahr** is famous for its thermal springs and for is professionally outstanding doctors. in one of the 16 clinics of the city. Its population of 27.685 (2004) inhabitants, and there are apr. 200-300 thousands of persons coming to recover or just to spend a few days in the city. Opening times are from 9 in the morning to 23 in the evening.

The „queen of Mineral waters” springs from a depth of 359 meters and it has 36 ° C.

The price of entrance tickets:

Type of Entrance Ticket	In Euro
Adults (3 hour/one day)	12,90 / 14,90
Children (one day)	10,90
Sauna	2,99

The facilities of the thermal water: a pool with sweet water of 30 ° C; thermal water pool 31 ° C; relaxing pool with thermal water, 4 swirling pools (37 ° C); open air pools (31 ° C), sauna (95 ° C), dry sauna (100 ° C), Roman steam bath (42 ° C), aroma sauna (80 ° C), Finn sauna and hydro-massage.

Number of accommodation places in Neuenahr.

*	Hotel	Pensions	Holliday House
5 *	-	-	-
4*	3	-	-
3 *	7	-	2
2 *	2	-	-
1*	-	-	-
Without*	23	9	7

Source: www.bad-neuenahr-ahrweiler-online.de/hotelliste.php

Ems is known as the city of medical springs. The pure thermal water has 32 ° C and on a surface of 1000 m² guests have enough place to relax. The exterior sector, perfect for summer swimming, functions in wintertime, too. Besides these, there is a sauna parc and the Oxypark, an oxygen fitness studio which is unique in Germany and where the air is enriched with pure oxygen. In this way there is an unusual way of training facility in the town.

Opening hours: Monday (13.00- 22.00), Tuesday-Friday (9.00-22.00) and in the weekend from 9.00 to 20.00.

Entrance ticket price:

Type of Entrance Ticket	Price in Euro
Adults (4 hours/one day)	5,10 / 7,10
Children (4 hours/one day)	3,80 / 5,10
Family (2 adults and 1 child – one day)	17,90
Sauna and Thermal Water Access	12,25

Available therapies: general massage, relaxant massage, lymphatic drainage, fango-packing (hot mineral mud), hot air treatment, Kneipp Snow application, Emser Sole inhalation (salt from Emser), electrotherapy and gymnastics.

Fitness and gymnastics programs: aquafitness, aquastep, fitness for the back, ski gymnastics.

Number of accommodation places in Ems

*	Hotel	Pensions	Holiday Houses	Camping
5 *	-	-	1	-
4*	1	3	4	-
3 *	5	4	10	-
2 *	1	1	4	-
1*	-	-	-	-
Without*	8	10	24	5

Source: www.bad-ems.info

The healing effect of the waters from **Bertrich** is known for a long time. Waters from Bertrich, which contains Glauber salt (unique in Germany) and are of 32 °C, have a positive effect on the mobility of the human body and on the internal organs and so they can be applied as part of active or passive therapies.

The total water surface of the pools is of 400 mp.

Opening hours: from Monday to Friday from 8.30 to 22.00 and in the weekend from 8.30 to 19.30.

Entrance ticket price:

Type of Entrance Ticket	Price in Euro
Adults (3 ore)	6,60
Children (3 ore)	4,10
Family (2 adults and 1 child – 3 ore)	15,30
Sauna With Access to Thermal Water	10,00
Solarium	2,20

The facilities of the balnear resort: interior and exterior pools with thermal water (32° C), solarium, sun studio, saunas, relaxation places, terrace, pools with massage, jacuzzi, jet massage, shower for regeneration.

Therapies:

- thermal and mineral pools
- mineral thermal tubes with mud, wild flowers and rosemary, carbonated or oxygen enriched.
- Hydrotherapy: Kneipp and Hauffe treatments
- Electrotherapy: therapy with medium and low frequency, interference treatments, hydro-electric bath in low water, hydro-electric bath in deep water, magnetic field therapy, ultrasonic scanning.
- Mud Therapy: therapy with mud from Eifel which includes thermal water shower.
- Salted Water Inhalation: for respiratory problems.
- Swallowing Water Cure: it contains Glauber salt and it is recommended for stomach disorders, intestines etc.
- General and local massage, relaxing and sport massage, underwater jet massage, lymph drainage,
- Physiotherapy: group and individual treatments based on neuropsychological therapies, manipulation techniques for overcoming immobility.
- Other treatments: ice and hot water treatments.

The tourist infrastructure is very good.

Number of accommodation places in Bertrich

*	Hotel	Pension	Apartments
5 *	1	-	-
4*	2	-	1
3 *	5	-	7
2 *	-	1	3
1*	-	5	1
Without*	-	3	12

Source: www.bad-bertrich.de/hotel/hotel_e.htm

3. LONG TERM DEVELOPMENT PERSPECTIVE OF COVASNA

3.1. SWOT ANALYSES: MAJOR PROBLEMS, ADVANTAGES, CHALLENGES AND OPPORTUNITIES IN THE LONG TERM DEVELOPMENT OF THE LOCALITY

SWOT analyses, the analyses of the locality, helps us scale the existent problems and identify the priorities in terms of future objectives while, also, comparing it with the future vision and image of the community. Appreciating and qualifying the present conditions with negative or positive signs depends on the factors that were chosen from the multitude of the external environment and on the vision that was presented in short and which will be concretized in what follows.

The social needs (recreation, health maintenance and curing) that kept alive balnear tourism (as a social activity) in the period of socialist economy have not disappeared yet since only some structural transformation took place along with the modification of demand change. That is, when analyzing the possibilities and dangers caused by the exterior environment we must handle Covasna as an analyzed unit that proposed to have tourist activities and tourist competence as major future target. On the basis of this, we will make the interpretation of the elements of the SWOT analyses. More to the point, we consider health tourism as a type of activity the which has expanding market and growing demands within tourism as a whole. Covasna occupies an advantageous position from this point of view since it disposes the necessary elements like good location, mineral waters, bioclimatic conditions, diverse geographic forms and other natural resources. Nevertheless, problems are caused by the absence of necessary general and tourist infrastructure that would facilitate its integration in the international tourist market and, mainly, in the international health tourist market (in the distant future). Even more serious is the problem of *putting into danger the local goods* (land clearing, constructional work that is hard to control or is illegal, the absences of the communal managing system), which could exclude definitively the possibility of the locality to enter the health tourism market.

3.1.1. Strengths

- Natural resources (gas, mineral waters, climate, air): Covasna has several natural resources. Its gas emanations are unique in Europe, mainly from the quantitative points of view. The mineral water resources are diverse from the compositional point of view and can be found all around the city. The climate of the city is moderate with a relatively high number of sunny days, without temperature, precipitation or climate extremes. The air has a high value of negative ionization which facilitates relaxation and curing.
- Therapeutic Environment: besides favorable climate and atmosphere characteristics, the unpolluted flora of the region has to be mentioned, too. Although the forests of the region have been destroyed seriously, there are still beautiful woods around the city. This freshens the air of the city and makes a highly esthetic green environment which contributes in a positive way to the curing process. In addition, Covasna is situated far from the main international traffic system. The fact that it has not an intense traffic, as it is in case of many resorts as Băile Tușnad, Praid and Borsec, eliminates the danger of phonic and air pollution eliminated by cars. This is even more visible in case of the Valley of Zânelor and the Valley of Hankó, where not even urban traffic disturbs the silence and so it is even more favorable for balnear tourism. Another positive factor is the absence of industrial activities which was deactivated in the 1990's and which, in contrast to the existent economic and social deficiencies, is in favor of tourism.
- The good image of the balnear resort gained in the time of the Austro-Hungarian Monarchy: there are several available sources, books and other written material which present and reproduce the atmosphere of the balnear life that characterized the resort before World War I. On the other hand, the third generation still remembers the years of socialism when the tourist life of the city was very vivid and when the resort gained its national recognition. One may say that the image of the resort became a kind of brand. The name Covasna, besides its negative connotation, makes people remember the cardiovascular treatments, the mineral waters, the carbon dioxide emanations, big hotels and the Planul Înclinat.

- Famous people of the place, like Kőrösi Csoma Sándor or Mikes Kelemen.
- Landscape and the relief fragmentation: the mountainous character of the region which gives the esthetic character of the region and other attractive factors.
- The local Romanian community and its strong local identity: although they are minority in Covasna, the development of a strong local ethnic conscience may become motivating for local development unless this grown against the majority ethnic groups or other local communities. Within the Romanian communities of Covasna the ones from Voinești have got an even stronger ethnic consciousness and are a closed, isolated community which might be extended to the whole of the Romanian communities from Covasna (In case of Borsec, the local Borsec identity is much stronger than the national ethnic identity).
- Cardiology hospital, treatments, medical professionals: there are still many medical professionals, all well trained, in Covasna with specialization in cardiology and balneology and other curative treatments that are specific for the location.
- Numerous active treatment centers with many curing services and procedures: although they are unfashionable, they still function and attract many pensioners and other social categories that wish to have cures for their diseases brought by their age like rheumatism, cardiovascular problems, endocrine problems.
- Central location in the country: no matter how we measure it, Covasna is situated almost in the geographic center of the country at a distance of not more than 400 kms from all the important towns of the country.
- National interest statute: according to law, Covasna is a city with national interest.
- A few significant alimentary industry enterprises: Vitarom, a Norwegian firm with produces paste, a branch of Coca Cola- it might be an advantage for the economic development of the city.
- In the last few years the degree of unemployment has considerably dropped. This may have several causes: the number of registered unemployed, but not the number of those who are registered as not having a job, decreased; increase in labor force; the number of unemployed who emigrated; other unidentified factors. We believe this phenomena has complex motives and includes all the categories we mentioned.

- Telecommunication is well represented: all the four big mobile phone operators are present in the city, there is digital phone line, internet connection.
- Big cities of the region: Braşov, Sfântu-Gheorghe, Târgu-Secuiesc (with a lower number of population than Covasna) and Bacău *at a bigger distance). Another asset is that there is already an international airport in Bacău.
- Tourist industrial attraction: Planul Înclinat, unique in Europe and the spunky railway that transported wooden material to and from it.
- Many accommodation possibilities: as we have already said, there are more than 2000 accommodation places, which is a very good technical-material source for local tourism.
- There is a pond and a horse riding center at the exit to Chiuruş.

3.1.2. Weaknesses

- The pollution of surface and underground waters by sloping waste water in Covasna Stream. In addition, there is no proper canalization system neither from the qualitative nor from the quantitative point of view.
- Qualitative waste depositing problems.
- Absences in the waste collection system, mainly street waste. There are only a few garbage cans outside the center zone.
- Problems with local street system: many of the streets and pavements are in a deplorable stage, are deteriorated or there is no concrete pavement or do not have asphalt cover.
- Absence of public toilettes.
- Local and tourist functions are mixed in space. In contrast to Sovata or Borsec, where the two functions are well separated in space, in Covasna neither in the center nor in the other parts of the town is possible to delimit tourist zones. These two functions are interfered and create conflicts that are of negative influence on both tourism and the local population.

- The absence of space for public and community activities: there are no halls, no coffees, no open air stages where meetings and celebrations of different types could be organized.
- Too many vagabond dogs which endanger the health and safety of the local inhabitants and pollute the view esthetically.
- The aspects of the center: there is no coherent and well planned structure in the center architectural location of the city. The big and unpainted hotels of the centers are a monstrous architectural view (build in the socialist times). Also, the abundance of electric and telecommunication cables, the lack of green areas is awful for a balnear resort.
- The weakness of local administration regarding constructional supervision is mirrored in the chaotic architectural disorder of the city.
- The insufficiency of alimentary units, restaurants in general and traditional cuisine restaurants: there are only two restaurants in the whole city that are not part of a hotel, both very inferior in nature.
- In-existence of tourist infrastructure and other commercial units: distraction units, parks, public bath, city pool where tourist who are accommodated in hotels without such facilities (in most of the cases) could spend their free time. Other commercial units like souvenir shop, bike or car hiring center are also absent.
- Qualitative insufficiency of tourist services: there are no high quality touristservicesno programs, no wellness services, no distraction possibilities.
- Absence of competitive tourist education in tourism: no international relations, no pactive possibilities in foreign countries.
- Access possibilities: exclusively road.
- One segment based clientele.
- Lack of local tourist organization.
- No accommodation available for sezonal labor force, specialists or as service accommodation place.
- Rural agricultural character of the town due to the abundant presents of individual farms.

- Passivity and lack of interest of the local population: the local population is not willing to do communal things and do not have ideas or views related to the future of the city. The same has been observed by the students from Switzerland.
- Poor communication facilities: no maps, projects, special editions, brochures, CD-s- all of great importance for a resort.
- Non-sufficient foreign language skills of the local population.

3.1.3. Opportunities

- The most important possibility for Covasna to leave behind this its present stagnation is the European Structural Funds, which, along with national funds, will constitute a real and consistent external financing source for the tourist and other infrastructures in Covasna.
- The treatment rehabilitation program of resorts- as the recent proposal of the Ministry.
- The possibility of acceptance of the Covasna Cardiology Hospital as a residual hospital by the Ministry of Health, with partial or total residence for young doctors who are at the beginning of their career.
- The increasing rate of tourists of the third generation both in Romania and in other parts of the world; the general aging of the world's population is an opportunity both for tourism in general and especially for balnear tourism.
- The increasing rate of unhealthy people: cardiovascular, allergic and locomotors' disorders, as result of the stressed way of life, are very frequent.
- Contact with other international resorts from Hungary, Switzerland, Sweden which can be a first layer of tourist visitors and which may become a reference and fermentation basis for other new foreign market tourists in case tourist services are largely developed.
- Other tourist attractions of the zone: Braşov, Târgu-Secuiesc, Lacul Sfânta Ana, Bálványos and mountain excursions.
- Using carbon dioxide and other gases for several other causes like stimulants for sportsmen and alpinists.

- Cultural tourism develops in quite a good manner in Seklerland and Covasna could join in, too.
- There is a growing demand for alternatives in tourism, mainly in ecotourism, which is suitable possibility for Covasna, too.
- In the following few years there will be an airport built in Brasov (Ghimbav), which would mean that there is an international airport at 60 km from Covasna (30 to 60 minute journey).
- Consolidating the health system, introducing season tickets not only for the elderly people but for others, like the employed, too (see the system of alimentary tickets).
- Another opportunity is the possibility of being connected to the EU health system, in case of which there are places where wellness services are financed since it helps health maintenance and so there is no need for medical treatment. In this way other types of clients could be reached, too besides the existing one, which has quite modest financial income (elderly people).

3.1.4. Threats

Political problems, like the conflict between the Mayor's Office and the local council which can lead to losing information that would otherwise be important for the city; the conflict between the local council and the mayor which can end up in blocking development projects.

The danger of water pollution.

The tensions between the Romanian and the Hungarian population and the social problems of Gypsy people, if not solved urgently, may erupt in a bad moment and may damage tourism.

The collapse of the present treatment and relaxation ticket system can cause the very rapid degradation of the tourist sector and total collapse of the hotel industry and the economic and social system of the city.

The inconsistency of national and Romanian tourist promotions. The greatest chaos within all of the governing institutions in Romania is in the tourist sector in case of which there were 20 leaders governing from the since 1990 and which makes it impossible to implement a long term consistent development strategy.

Many of the good professional left the city or are in pension by now and there is no attraction factor for the future medical generation of the field.

Demographic problems: continuous decrease in the number of inhabitants of the city due to emigration, bad balance of natural movement which can cause serious economic and social problems for such a little city.

Absence of tourist personnel, their emigration and the presence of sezonal workers who do not see long term labor possibility in the tourist sector.

Global warming may restructure tourism by new sezonal time intervals, new climatic conditions and with other unforeseeable natural conditions.

Global terrorism is discouraging international effect.

The following table enumerates the data presented above:

Strengths	Weaknesses
<ul style="list-style-type: none"> - Natural resources: gas, mineral water, climate, air. - Environment with therapeutic effect - Favorable location for this type of tourism - Good image of the balnear life from the time of the Austro-Hungarian Monarchy, big hotels, Planul Înclinat. - Famous personalities of the zone - Strong Romanian ethnic community, their local identity - Landscape and the fragmentation of the relief - Cardiology hospital, treatments, professionals - Numerous treatment services and curing procedures - National resort status - A few alimentary industry enterprises - In the last few years unemployment rate has decreased - Relatively good telecommunication possibilities - A few big cities in the region: Planul Înclinat and minor spunky railway - Many accommodation places - Horse riding and fishing lake at the exit to Chiurus 	<ul style="list-style-type: none"> - Polluted surface and underground waters - Qualitative problems of waste depositing - Absence of waste collection system - The problem of city and local roads - Absence of public toilets - Tourist and local functions are mixed - Absence of space for social and community purposes - Many vagabond dogs - City center aspect - Weakness of local urban administration and control - Insufficiency of alimentary units - Lack of other tourist and commercial infrastructure - Lack of tourist services - Insufficiency and absence of competitive education in tourism - Access: by road. - Clientele based on none single segment - Lack of local tourist office - Lack of service accommodation - Rural and agricultural character due to the presence of farms - Passivity and lack of interest of local population - Bad communication - Insufficient foreign language skills of the local population

Opportunities	Threats
<ul style="list-style-type: none"> - External financial background from European funds, structural funds - Balnear resorts' rehabilitation program - Residential statute of the Cardiology Hospital - Increase of third generation tourists on the national and international level - Increase in population number with health disorders - Relation with resorts from Hungary, Switzerland and Sweden - Attraction of the region included in the tourist sector - The use of carbon dioxide for therapeutic purposes - The development of cultural tourism in Seklerland - The growing demand for alternative tourist services - The construction of the airport from Braşov (Ghimbav) - Getting connected to the assurance system of EU countries and consolidating the national assurance system 	<ul style="list-style-type: none"> - Political problems - The treat of polluting mineral waters - Tension in the relation between ethnic Romanians and Hungarians - Collapse of health ticket system - Inconsistency of promoting national tourism and of Romanian brands - Loosing some excellent medical specialists - Demographic problems - Lack of tourism personnel - Global heat - Terrorist attacks

3.2. LONG TERM STRATEGIC VISION OF COVASNA CITY

We will create the future or long term image of Covasna with the method of proposing goals/objectives. That is, we will concretely elaborate one or more goals that represent a priority concerning the future developments in Covasna without being determined by past events. We will start by competitiveness analyses, international tourist tendencies and SWOT analyses, but we will not let these already existing images determine the future image of the city. The ultimate goal is to increase the living standards of the inhabitants and the quality of infrastructural conditions and services, justice and new jobs. All the other segments like tourism, enterprises, agriculture and foreign investors are only facilitating resources that help us carry out this strategic image/vision. The essence of the vision that we propose for Covasna for the next 10 – 15 years is the development of balnear tourism with all the existent and still new aspects with differentiating character. Developing balnear tourism, wellness and therapeutic tourism and increasing the living standards of the local population – as final ultimate goals – can be considered to be consistent and coherent. By consistence we mean strategic content and real possibilities to make realize them, possible axes and programs which are part of the goals identified. By coherence we mean the compatibility of the two goals, that is, the two do not exclude each other. Moreover, they are in a relation of synergy in case they are carried out according to the strategies agreed on and not according to uncontrolled strategies, mainly not in case of the goals identified within tourism.

All in all, planning is absolutely necessary. The long term strategy of the city serves this necessity. Planning is necessary not only for realizing proposed goals in an efficient way but also for making the identified and elaborated priorities and goals known for the larger public. Informing itself becomes a goal in this way which will make its benefic effect on the application of the strategy, too since the local population, enterprises and intellectuals, all parts of the future development of the city will become active personalities in forming long term aspects.

In this sense, increasing the life standards of the population is the major goal deserved by the second goal of balnear tourist development. Tourism is a branch of economy that is not

pollutant, non-aggressive and non-invading in case, of course, it is well controlled. It generates substantial incomes and taxes, job opportunities, multiplication effects, knowledge import and a modern lifestyle for the local population and so it can contribute to the realization of the first goal substantially.

Choosing tourism in general and balnear tourism especially is based on the existent forte points which are in big part non-used by Covasna. These are the following:

- Specific natural tourist resources: gas, mineral water and climate.
- Environment with therapeutic effect.
- Treatment resort image.
- Cardiology hospital and active treatment centers.
- Secondary attraction points which can be used complementary to balnear tourism: Planul Înclinat and some other cultural attractions in the nearby (Braşov, Târgu-Secuiesc).

In the same time one must see that the existent objectives and possibilities are not enough argumentation for introducing other forms of tourism, too like for ex. active tourism, rural tourism and ecotourism, especially not winter sport tourism or cultural tourism. The latter, as we have already said, could work complementarily with balnear tourism due to the high variety of events and atrophic elements in the location or from the nearby locations at a distance of not more 60 minutes traveling. Another argument in favor of balnear tourism is the location of the city. It is relatively easy to get to Covasna from all the parts of the country and if all the positive evolution will take place in a short time (2-3 years) than it will be easily accessible from the foreign countries, too by the Ghimbav airport. Since it has a relatively good geographic position and can be easily accessed from all the important markets of the country (Bucureşti, Braşov, Bacău, Sibiu, Târgu-Mureş, Cluj-Napoca), after the two highways will be constructed in Transylvania it will be accessible from all the parts of Transylvania and in only a few hours from all the parts of the Carphatic basin. Nevertheless, today Covasna is not directly connected to any major road systems which will harden the formation of a bath and relaxation resort.

3.2.1. Criteria for the Quality Image of Covasna Resort

It is necessary for Covasna to define the fundamental characteristics that will define its image, its urban aspect and its infrastructure. We consider that this image should have the following five pillars:

1. Modern balnear treatment services beside the traditional treatments based on carbon dioxide, electrotherapy, kinetotherapy including new procedures like homeopathy, natural treatments and other types of treatments. On the basis of this, Covasna should become a curing center for many types of diseases: cardiovascular, locomotive, gynecologic and neurological disorders. For these types of cures and treatments it is absolutely necessary to know the natural resources of the region, the medical plants and herbs of the flora, the tourist routes, the mineral waters, the gas and mofette emanations and other natural curing factors. As we have already indicated in the previous chapters, there is big concurrence regarding all the other types of tourist services (ski, rural etc) on the macro regional and national level. Hungary is already well represented on the wellness tourism market and it is stipulated that many ex balnear tourist centers will leave off their balnear character (also seen as remains of the socialist regime) since they are considered to be non-competitive on the tourist market. These resorts, like Băile Tușnad (Bath) for example, will base their activity on mountain tourism, on ecotourism, and partially on wellness due to its diversity of natural resources and rarities of the zone. We must draw your attention on the fact that on the international tourist market there is a growing demand, mainly in case of elderly people, for treatment services focused on cardiovascular, rheumatic disorders and also for other wellness services and as complementary for these types of programs, for cultural tourism. Also, these treatment services will be axed on another segment: national and foreign elderly people but with a considerable traveling budget.
2. Medical services for cardiologic disorders, for patients, based on the work of two institutions: one already existent and one that needs to be created in the future. The former is the cardiology hospital which has to be modernized by medical and balnear equipment, by medical personnel (from the 17 existent to 35 as necessary), by

medium medical personnel and by quality services. Besides this another cardiology clinique needs to be constructed which will deal with the problems of those people who come to the resort as tourists, have accommodation in one of the hotels of the city but have or may have cardiovascular problems. In case of all of the patients who benefit from balnear treatment services there should be a medical cardiovascular visit since the majority of the patients and tourists are of the third age group.

3. Prevention services and wellness treatments are the next pillar Covasna's future image. Besides treating for several types of diseases, even in case of the third generation, there should be prevention services against the disorders that are specific to the third generation. There should be facilities and infrastructure that create the image of Covasna both as a resort and as a wellness center in the whole Country. The wellness center should include distractions pools, pool, diagnosis and consulting center, cosmetic and homeopathy services.

Covasna has to become the city of health, a city whose name and image is equivalent with becoming healthy again.

4. Besides the two types of tourist services already presented, treatment and wellness, there should be auxiliary type of tourist offers in Covasna. For this pillar the best component would be the cultural artistic one which can easily be created from the existent natural resources in Covasna: Planul Înclinat, the spunky railway, (re) arrangement of museums and expositions, theatre halls, choir halls, local and foreign orchestra, open air concerts, gastronomy competitions, sport competitions, festivals and excursions in the zone- all these will color the cultural life of the Covasna and will make the guests, the tourists and the patients, to forget that they came for treating diseases and will make them feel good and relax.
5. Besides these quality criterions which define the future image of the city from the tourist point of view, one must mention that for an ample development of tourism that would ensure economic development too for the city, there is necessity for change in the urban aspect of the location so as to make the resort even more pleasant, human, hospitable and ergonomic. That is, there is a need for the

rearrangement of the center of the city, with many green areas, horticultural and botanic decorations, remodeling and renovating the buildings of the city center, arranging the underground location of the cables, illuminating and paving the streets and putting some guiding equipments on the street like info points, banks and so on. At least the center of the city needs to be as modern, as stimulating and as social as possible.

For all these reasons and not only, it is necessary to increase the education and instruction levels in the city both within the population and within the labor force. All in all, in case of a modern tourist center there is need for highly trained personnel with superior studies, excellent communication capacity and servicing and implication for social purposes. On the other hand, there is a need for a strong technical segment which could sustain an industry that is based mainly on tourism: the development of alimentary furniture and textile industry which will produce the necessary interior decorations and other useful household articles and which can be considered the specificity of the zone and can help create the creation of Covasna image and brand.

3.2.2. Market Segmentation, Choosing a Certain Category of People Which Will Constitute Priority for Covasna as a City and as a Resort

From the point of view of the importance of tourism in the planning process of the development strategy of the city it is inevitable to identify and define certain segments in the demographic market to which in the future both tourist and general services will be addressed to. For whom will Covasna be developed? Who will be the major clientele of the urban services, of the infrastructure and of the economic services?

As we have already underlined in the beginning of this chapter, the main clientele of the city has to be the local population. Their interests will have to determine all the development decisions, all the investments and all the future projects will have to be subordinated to their interests and necessities.

On the other hand, since tourism in general and especially balnear tourism will be the major and basic economic branch of Covasna, we will have to concentrate on a tourist clientele segment and group which will bring significant financial resources to the location, will

constitute income resource for several economic and social activities and the presence of which will be beneficiary for the inhabitants of the city, too.

We project these clientele segments as follows:

- Concerning the medical treatments, mainly cardiovascular ones, autochthon segments could be identified, which have serious disorders in the cardiovascular system. But for this segment marketing type of competition is not necessary since the choice criteria are determined by the Ministry of Health. On the other hand, one could recommend the Ministry of Health to allocate a number of beds to the clients from the foreign countries so as they can try the recuperation methods of Covasna. Naturally, these medical services have to be extended from the quantitative point of view since at the moment the hospital has both medical personnel/ assistance problems and equipment problems. Also, these equipment will have to conform the rigorous conditions of the EU regarding their safety and exactitude. The spectrum of medical services has to be extended to health disorders other than cardiovascular, too.
- For balnear treatment services we project attracting another segment: clientele from the third generation or autochthon pensioners whose income is well above medium the financial sources of the pensioner from Romania. Since this segment is extraordinary restricted at the moment it is not able to sustain the existent treatment system of Covasna and which will still have to be modernized and extended. For this reason, clientele of the third generation of the neighboring and other occidental countries will have to be attracted: Hungary, Poland, Austria, Germany, Israel, Italy, the Scandinavian countries. Addressing these countries will happen by means of several instruments like the multilingual web page of hotels, tourist associations which will participate in expositions in foreign countries, contacting foreign tour-operators and giving them commission. These clients are between 55 and 80 years old and come to the resort for treating different rheumatic, circulatory, gynecologic and locomotive disorders, metabolism and will solicit wellness services, too, although to a lower degree: massage, thermal bath, natural therapies.
- The segment of clientele that was financially supported by the social assurance system of the Romanian state, with low incomes, will have to be reduced to the

minimum since this segment does not stimulate the development of tourism, does not have multiplication effect and does not solicit quality services.

- For wellness services a medium age (35 and 60) clientele segment has to be attracted, mainly families with children with medium to superior financial income which necessitate recreation in the country. The reason for which only the family segment from the country is proposed and not the one from the foreign countries is that the competition from the neighboring countries like Hungary, Slovakia and Austria has very well developed wellness offers for a long time while in Romanian this segment is still inexistent. On the other hand, developing two different services for two different segments (family and the third generation) may be difficult mainly for the market places which have not heard of Covasna so far. These clientele will stay for about a medium of 3 to 5 days depending on the program offers (cultural or active) and season.

Besides these tourist segments we must consider the clientele and the demand of the investors of the different domains, that is, the potential investors of the tourist sector which does not focus only on the short term profit but on the long term market activity within tourism and local development. In other words, it would be wise to attract medium and major investors, too not only in order to found (construct or reconstruct) other accommodation units like hotels and others, but also for founding distraction units like distraction baths and pools, wellness center, special restaurants, rent-a-car units, coffees, pubs, excursion offices and tourist agencies. For this reason investment, infrastructural possibilities will have to be surveyed: their location and property-ship; the presence of national or foreign companies in the country, listed on the web that could create these facilities for the city.

Investors from other domains will also have to be taken into consideration so as to avoid dependence exclusively on tourism and on the import of alimentation that would be necessary for proper functioning of tourist activities. As such, the inventory of investment possibilities in the different part of the city has to be done (similar to that of tourism) for the different enterprises of the alimentary, textile and furniture industry; the existent and available local labor force segment has to be viewed and labor force import possibilities from

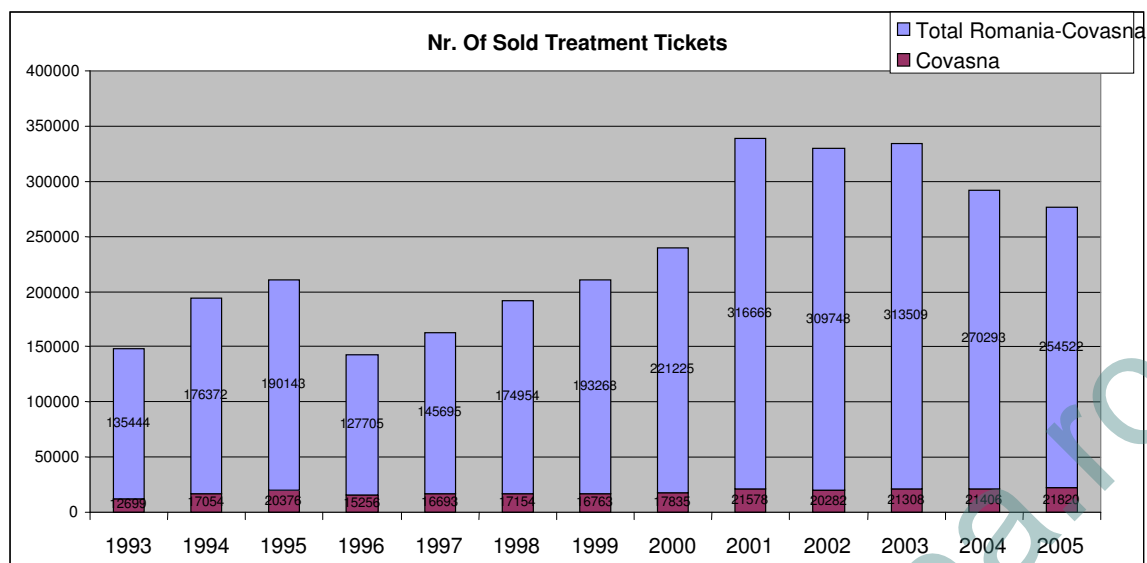
the Trei Scaune will also have to be considered. By all these activities investment activities will be stimulated and controlled of development in different domains will be insured, too.

3.2.3. Criterias for the Quantitative Image of Covasna Resort

Forming a future image, a future scenario, which has exact quantitative base is venturesome for many reasons. It could be the subject of a very rude critics, it may be considered speculative and it may also become the basis of a very important decision.

Nevertheless, there is a necessity for approximate calculations mainly for dimensioning certain services that will be used by most or all of the location. However, the main reason for identifying quantitative criterions is to stimulate attaining these goals and not their obligatory character. For methodological reasons, we took into consideration the tourist circulation of other resorts with international circulation and the numbers of Romanian balnear tourism in general and Covasna, especially.

First of all, we have to analyze the total number of treatment tickets on the national level and mainly on the level of the different resorts. We notice that their number has increased significantly from the 90's to 2003 and there were 21820 tickets registered as sold in Covasna in 2005. This means that in 2005 there were approximately 22000 persons coming to Covasna with treatment tickets financed by the public social assistance system.



Source: private calculation on the basis of Balnear Tourism Strategy data, Sept. 2006., Annex 4.1.

If we consider that the rate of tourist with social tickets is of 75% at least, we can count approximately 28000 arrivals. This means a rate of 4% to 5% of the total number of arrivals on the national level in case of balnear resorts, which is a relatively high level if we consider the big number of resorts in Romania. But if we count a medium duration period of 14 days (see below), that we get a medium number of overnight stays of approximately 392 000 days-tourists in Covasna. This is not a bad starting point if we take into consideration the state of things in other resorts like Borsec, Malnaş-Băi, Vâlcele. Nevertheless, this is not enough for a proper functioning of a wellness center. For this reason we propose, on the one hand, that this segment, the balnear treatment segment, should be replaced with a similar segment but with more substantial income and, on the other hand, should be substituted by another segment, just as valorous but more voluminous from the point of view of arrivals.

Analiza circulației turistice în orașul Covasna este realizată pe principalii indicatori: număr turiști, număr înnoptări și sejurul mediu.

Indicatorul /An	1999	2000	2001
Număr de turiști	31.496	30.275	31.909
Total din care:			
Români	29.951	28.515	30.048
%	95,1	94,2	94,2
Străini	1.545	1.760	1.861
%	4,9	5,8	5,8
Număr înnoptări	438.691	426.380	466.402
Total din care:			
Români	419.907	405.537	442.484
%	95,7	95,1	94,9
Străini	18.784	20.843	23.918
%	4,3	4,9	5,1
Sejur mediu (zile)	13,9	14,1	14,6
Total din care:			
Români	14,0	14,2	14,7
Străini	12,1	11,8	12,8

* Sursa: Date preluate de la societățile de turism din orașul Covasna

According to our calculations there is a need for approximately 700 000 sold overnights for which there is a need for 3000 accommodation places (total annual capacity of 1 million places-day) which, with a 65% to 70% renting rate is able to insure this sum of number of days-tourist. This number may be obtained by the 392 000 overnights from those clients who come for balnear therapeutic reasons, but which can be changed with an efficient marketing plan and on the internal and external level will not go over 300-350 thousand of persons with the same medium duration of residence/staying. The other segment, the wellness segment, should also totalize 350 thousand sold overnights, but this might be harder since the medium duration of staying hardly gets to 3 to 4 days. With a medium of 3,5 days we obtain a necessity of 100 000 tourist arrivals with wellness goals, which is not impossible to obtain but it does not work without clear differentiation on the internal and external market and without wellness, tourist, cultural services of European Standards.

Out of the 700 000 sold nights approximately half will be of that sold by distraction and wellness baths that have their activity in the city. This is due to the fact that even those who

come to the location with health maintenance goals will not buy more than 2 or 3 bath entrance tickets during a 3-4 days staying time period since they will spend a part of their days with cultural programs, excursions to other neighboring cities and in the nature. As such, if we calculate a medium 2,5 entrances/one wellness tourist, we obtain 250 000 entrances in total for tourists who have a preventive or distraction therapy with their family in Covasna. From the part of the 25 000 of tourist who come for classic treatment we can expect to have a reduced number of visits of the wellness bath. That is, in a period of 10-14 days they will visit the wellness bath approximately two times, in total 50 000 entrances. Another segment may be the one which has a one day visit to Covasna, transitory tourists or the tourist from the neighboring locations, in total approximately 50 000 people and who do not have accommodation in Covasna.

	Tourists with Treatment Goals (classic balnear)	Tourists wellness/ distraction	Transitory Tourists	Local Population	TOTAL
Medium duration of staying	14	3,5	1	1	
Total tourists (arrivals)	25 000	100 000	35 000	25 000	185 000
Nr. of Overnight Stays	350 000	350 000	0	0	700 000
Estimated Nr. of Bath Entrances	50 000	250 000	25 000	25 000	350 000

Source: private calculation on the basis of local and international tendencies and estimation

If we correlate the number of overnight staying with the maximum capacity of accommodation places and with bath capacity, we calculate in the following way: between the active and passive sezon there is an overnight staying rate/day of 2,5-2,0 to 1.

	January-April	May-June	July-August	September-December	Total
Medium Nr. of Overnight Staying	1	1,5	2	1,25	-
Nr. Of Days	120	60	60	120	360
Unitary Nr. of Overnight Staying	120	90	120	150	480
Total Nr. of Overnight Staying	175 000	131 000	175 000	219 000	700 000
Medium Nr. Of Overnight Staying/Day	1458	2183	2916	1825	-

Source: private calculation on the basis of local and international tendencies and estimation

Calculating the medium number of overnight staying for each day of the sezon was necessary to confirm whether the maximum capacity of 3000 places will be sufficient in top sezon when the number of arrivals and overnight staying is on the maximum. As can be seen, for July and August we got a medium number of 2916 overnight staying/day (for the maximum number of 700 000 tourists/year), which can take us to temporary insufficiency in but in rare cases, only.

Regarding the capacity of 3000 places we consider that it has to be obtained in the following way: the 2000 places available at the moment (the majority of the hotels) have to be maintained but the comfort degree has to be increased to 3 and 4 stars. Those which can not be modified in this sense should re-categorize as hostels or youth hostels (like Hotel Turist). One 2 star hotel is enough (Dacia or Hefaistos). The number of 1000 places has to be insured in the following way: the two 4 stars hotels from the center and from the Zânelor Valley, that are in competition, and are just being built could insure 300 places; another 3 star hotel could insure 200 places (like for example the one that is just being built near Hotel Montana; the villas that will be built in Karácsony Valley could insure 150 places; another 50 places by urban pensions; 200 places by a new camping (built, for example, near the new wellness and distraction center); 100 places in the agro-tourist pensions that will be built in Chiuruș.

From the point of view of income, the future situation -composed of a significant accommodation basis and modern treatment and distraction center- will bring clientele with

good financial possibilities and an increased consuming inclination. This will insure much bigger income for the whole resort. If we calculate with the income of the distraction baths, we get the following numbers, possibly real in 10-15 years: 350 000 entrance tickets with a medium of 5 euro/ticket result in 1 750 000 euro; besides this there will be some income from hiring commercial surfaces from the territory of the bath, too, about 10% of the entrances and other 10% from the bath subsidiary services- in total 2 000 000 euro. On a medium 20 euro/night price and with 700 000 number of overnight staying we get 14 000 000 euro income. Besides the 15-16 millions of euro coming from accommodation and bath services, income may be obtained from souvenirs, alimentation, distraction, transport, telecommunication services which may take the sum up to 20 millions of euro. The majority of this sum will stay in the locality in case the tourist sector employs local labor force and investment are well organized strategically and those who invest in tourism will stay in the city and will generate another 20 millions euro income or even more from tourism and all types of services related (agriculture, local industry, services for the population, telecommunication services, bank and financial services).

If we calculate a medium of 70-75 euro spent per day/tourist (real in EU countries in the present and should be so in Romania, too, in 10-15 years) we get a sum of 50 millions of euro after 700 000 overnights staying in addition to which we have the spending of transitory tourist and of the local population which, if spent 10-15 euro in Covasna, after 50-60 000 persons in transit we get another significant income source for the locality.

3.3. Strategic System of the Objectives, Axes and Development Measures for Covasna City

The strategic development of a locality is an extremely complex preoccupation that presupposes the existence of a comprehensive vision of the socio-economic necessities of local life and, in addition, the capacity to formulate objectives which, once obtained, satisfy these necessities and insure continuous perpetuation and the development of the community. Since our mission is to develop the city through the development of health tourism, to increase the life standards of the population, to re-gain the first leading position on the national balnear tourism market and to obtain an international image, in agreement with the vision formulated with the representatives of the local public administration authorities and the representatives of the socio-economic life in Covasna, we set up the following general objective: the transformation of Covasna to the most attractive and popular balnear resort in Romania which is engaged in complex health recuperation treatments by modern methods and diverse resources.

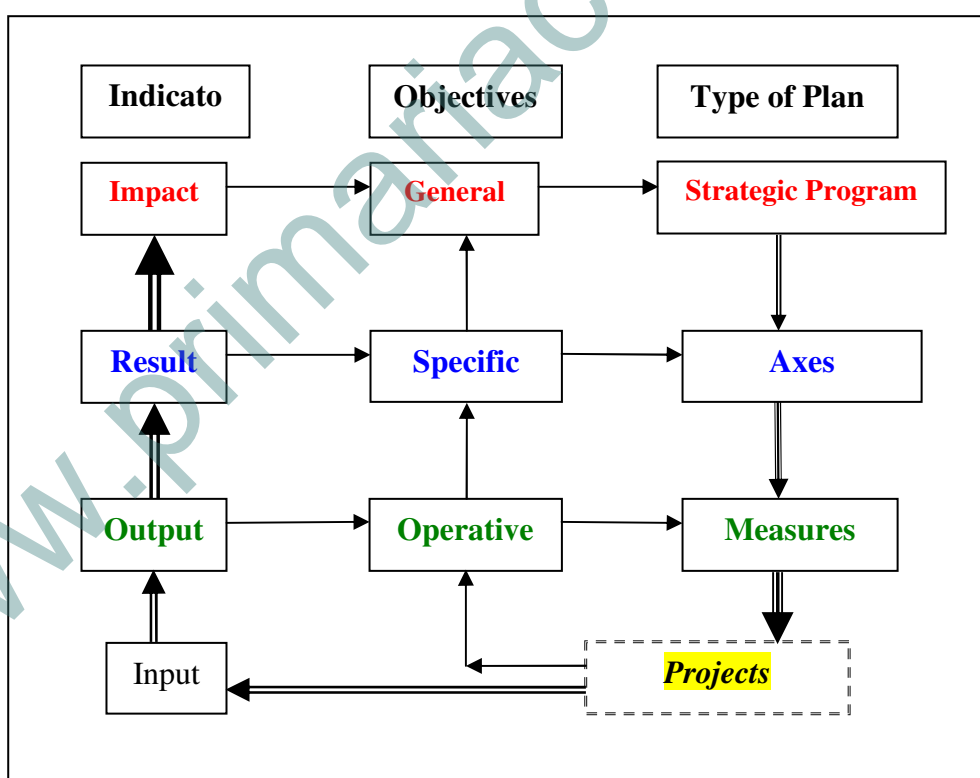
This vision represents an imagined and wished state, an objective which can be fulfilled by the synergy of several development efforts from different domains. The general objective is recouped by specific objectives, which represent development directions, guiding lines formulated as axes. Different actions, individual projects are grouped into project types or categories, or, investment ideas, which subscribe measures that aim the fulfillment of operational objectives. The hierarchy of objectives is the essence of the development strategy which presupposes real and efficient partnership between the actors of socio-economic life and local public administration in the implementation process (as similar to the planning stage before the decision procedure).

Naturally, the present strategic document can fulfill its fate only in case it is discussed, studied, understood and approved of by the local council and during the implementation process it is monitored by specialists of the Mayor's Office or evaluation experts the periodic reports of whom will facilitate the administration process in accordance with the strategy adopted previously. One possible difficulty will be that the strategy elaborated will have to serve the community even in case when there are changes in the local authority personnel (local councilors, mayor) endeavored with the power

of decision taking in the project. The strategy that was meant to develop the community, if fulfilled, will show its effects in accordance with the success of the steps of implementation indifferent of the poll cycles. The stages of the projects and its target priorities are set to different time intervals (short, medium and long term priorities) and will have to be implemented according to their value of priority and not according to the availability of the sources. The main characteristic of a strategic vision is that it concentrates resources on the basis of priority objectives identified in accordance with acute necessities.

The following graphic represents the hierarchy of objectives which may be obtained by the elaboration and the implementation of different types of plans. The implementation of different types of plans subscribes the measures subordinated to operative objectives. Each project presupposes financial resources for the investment and so the projects implemented will have outputs on the level of measures. This output indicates the number of implemented projects by obtaining the operative objectives of the respective measures and the inputs indicate the resources (ex. financial) and the efforts given to each part of the project.

Fig. 1. Model of Hierarchy of Objectives



Each viable projects are integrated in the system of operative measures that are subordinated to the development axes and will have quantifiable results in function with the indicator chosen. The *result indicator* may be, for example, the number of job opportunities created in a certain domain (for ex. balnear tourism) which will have an effect on local economy and on life standards.

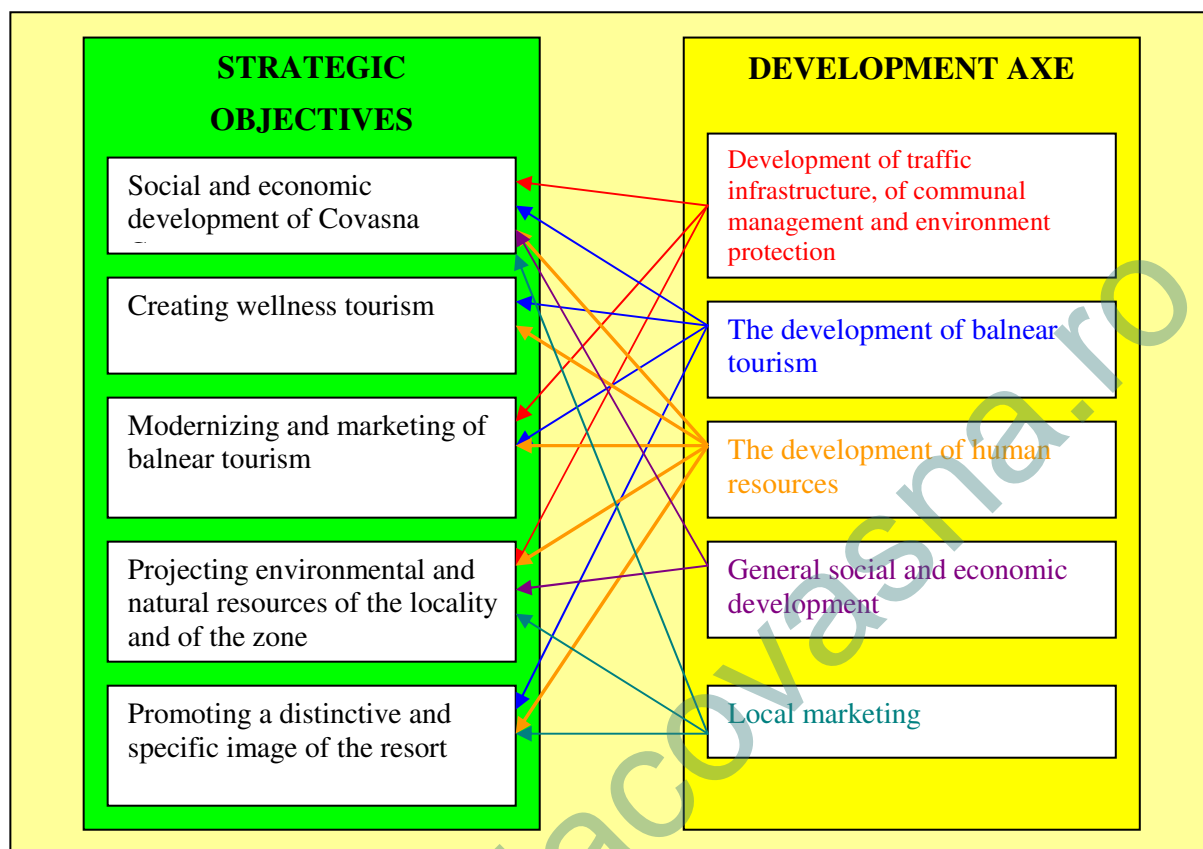
The strategic objectives elaborated on the basis of the analyses of the present situation and the SWOT analyses of the socio-economic life of Covasna are the following:

- Development of Covasna on the economic and social level
- Creating wellness tourism
- The modernization and marketing of balnear tourism
- Projecting the environment and the resources of the locality
- Promoting a distinctive and specific image of Covasna resort

These objectives become more and more concrete as moving from development axes in the direction of projects. Naturally, the projects may be initiated by the Mayor's Office, too and other actors may be assigned to carry them out. For example the Mayor's Office may have a portfolio of investment projects and can offer the investors the necessary information for choosing a location for the projects, information regarding the availability or absence of financial, human or other resources regarding juridical obstacles, the eventual existence of interest conflicts between modalities of using the available space.

In order to make the hierarchy of objectives and the necessity of integrating the projects within measures and intervention domains more explicit, in what follows we give the development proposals in form of charts and tables in the following way: we include priority degree, time interval and the presupposed actors who will carry out the implementation of strategic objectives. In figure nr. 2 we will give the presentation of the complex connection system between the development axes and strategic objectives. In case of one axe there may be several connections. That is, one the one hand implementing one axe may contribute to realizing more than one objective. One the other hand, implementing one axe might have synergic effect one the strategic objectives and so more than one development direction may contribute to its implementation.

Fig. 2. The Connection System Between Development Axes and Strategic Objectives



In what follows we will present in details information referring to development axes, that are, as a matter of fact, primordial objectives, important and urgent that serve the best the realization of strategic objectives on the long term (social and economic development, creating wellness tourism, modernizing and marketing of balnear tourism, environmental and natural resources protection of the location and of the zone and promoting a distinctive and specific image). As we have already indicated, axes are programs and measures that concretize in projects. In case of local level development actions we are talking about programs and measures while on the level of constructions that presuppose investments or in case of organizing and communication actions of private actors we are talking about projects.

Creating axes follows the unitary structure indicated below:

- Motivation: analyzing the present situation of the domain, short description of the necessities of the priority.
- General objectives: elaborating the main objectives that will create axes.
- Long term impacts: global environmental, social and economic negative or positive impacts that will affect a larger sample of the population.
- Effect indicators: indicators related to indirect effects of the program.

Measures: enumerating the concrete operative programs which serve the realization of the axe. The overall measure that appears in case of all axes is the duty of planning and programming.

Measures

In the programming document the elaboration of measures follows the following structure:

1. Motivation: the base of measures
2. General objective: the general objective of the measure, specific objective within the strategy
3. Description: description and presentation of the content of the measure
4. Intervention domains: geographic delimitations of the measure
5. Target groups: the circle of those interested in the measure
6. Final beneficiaries and partners: final beneficiaries and partners of projects with implemented measures.
7. Possible resources: additional resources that facilitate realizing the measures
8. Possible management organism: an organism that administrates the implementation of measures.
9. Planning, additional programming: connecting the measures with the axes and measures of other strategic programming documents (Romanian National Development Plan, National Strategic Reference Frame, documents of Operational Programs).
10. Project proposals: the list of projects that may be initiated in relation with implementing measures.

In the tables from below we will synthesize the axes, the measures and the component programs of the development conception of Covasna, their priority grade and time horizons,

contemplated responsible actors of the programs and potential partners. We grouped axes, measures and programs according to the following criterion:

Priority grade: on a 1 to 3 grade scale; 1- critical importance; 2 and 3 other important measures.

Time horizons, term (by taking into consideration the program period of EU Structural Funds, 2007-2013):

- ST: Short term, to be fulfilled in 1 to 3 years.
- MT: Medium term, to be fulfilled in 3 to 7 years.
- LT: Long term perspective, to be fulfilled in 7 to 10 years.
- On the basis of years (ex. by 2009)
- Start point: immediate, continuous results

Responsible agents, collaboration partners:

CTS: Commercial tourism societies: hotel units, alimentation units, distraction units, tourist agencies, balnear agencies.

LPAA: Local public administration authorities

LP/NGO: local population or non-governmental organizations (associations, foundations).

E: enterprises in general (Medium and major enterprises, general circle of entrepreneurs.

I: institutions, special commercial societies.

DEVELOPMENT AXES

1. Development of traffic, communal household infrastructure and environmental protection
2. Development of balnear tourism
3. Development of human resources
4. General socio-economic development
5. Local marketing

VISION	Transforming Covasna into the most attractive and popular Romanian balnear resort engaged in complex health recuperation treatments through modern and diverse resources				
MISSION	To develop the city through the development of health tourism, to increase the life standards of the population, to re-gain the first leading position on the national balnear tourism market and to obtain an international image on the health and tourism market				
STRATEGIC OBJECTIVES	<ul style="list-style-type: none"> • Development of Covasna on the economic and social level • Creating wellness tourism • The modernization and marketing of balnear tourism • Projecting the environment and the resources of the locality • Promoting a distinctive and specific image of Covasna resort 				
DEVELOPMENT AXE	1. Development of traffic, communal infrastructure and environmental protection	2. Development of balnear tourism	3. Development of human resources	4. General socio-economic development	5. Local marketing
OPERATIONAL OBJECTIVES	<ul style="list-style-type: none"> • More efficient valorization of gas emanations and natural resources • Developing the waste water system • Developing drinking water system • Developing electricity system • Modern waste management system • Complex systematization of the locality (parks, market etc) 	<ul style="list-style-type: none"> • Increasing and diversifying accommodation and alimentation • Developing infrastructure for cultural programs • Stimulating the foundation of auxiliary tourist infrastructure • Founding and developing a local municipal bath • Developing the treatment services and all related 	<ul style="list-style-type: none"> • Training tourist specialist • Attracting cardiology and balnear doctors and professional therapists • Training medium medical personnel continuously in the location • Re-qualification of segments liberated from other domains (manufacturing industry) 	<ul style="list-style-type: none"> • Rationalizing and supporting the health sector • Attracting investors in industry (textile and alimentary industry) • Stimulating the partial transformation of wood exploitation industry for furniture industry • Developing alimentation , information, distraction and administration services. • Developing social life: culture, arts, local media 	<ul style="list-style-type: none"> • Projecting a complex marketing plan • Re-modeling the center of the city and communicating this through several channels • Protecting heritage • Creating brotherhood relation with other cities

<p>PROGRAMS AND MEASURES</p>	<p>1.1. hydrology study for the identification of protected areas for mineral waters and mofettes</p> <p>1.2. scientific research for application possibilities of gas emanations, mineral waters (including the composition of mineral waters).</p> <p>1.3. Finalizing the rehabilitation program of canalization and water treatment</p> <p>1.4. Extending and modernizing the drinking water system of the city</p> <p>1.5. Modernizing the drinking water catching system</p> <p>1.6. Stimulating a program for car traffic reduction in the city.</p> <p>1.7. Selective waste collection program, waste treatment system and center</p> <p>1.8. repairing roads, alleys, parks and creating new green areas</p> <p>1.9. Elaborating the urban arrangement plan with regulations</p> <p>1.10. Elaborating a modern public domain administration system</p> <p>1.11. preparing and implementing projects for an external traffic road to protect the city</p> <p>1.12. public parking facilities</p>	<p>2.1. attracting strategic investors for the city hotels</p> <p>2.2. increasing the classification degree of certain curing hotels</p> <p>2.3. stimulating the creation of new types of accommodation, like villas</p> <p>2.4. founding project for a wellness and city pool</p> <p>2.5. Building restaurants, coffees and other spaces</p> <p>2.6. coordination programs of treatment centers</p> <p>2.7. alleys for walking</p> <p>2.8. info points</p> <p>2.9. tourist information center and center for organizing social and cultural events</p> <p>2.10. Museum of mineral waters</p> <p>2.11. Bowling field</p> <p>2.12. Mountain bike range</p> <p>2.13. City bike range</p> <p>2.14. Ski track in the Valley of Karácsony, and tourist development of this valley</p> <p>2.15. re-building Árpád bath in the traditional style</p> <p>2.16. Urbanization plan of the Valley of Hankó</p> <p>2.17. Developing the memorial house of Kőrösi Csoma Sándor in Chiuruș</p> <p>2.18. Developing rural tourism in Chiuruș</p>	<p>3.1. developing tourism education in the city: waters, cooks, receptionists, maidens</p> <p>3.2. training and perfection program of medical staff in balneology and cardiology</p> <p>3.3. insuring advantages for doctors, assistants, nutritionist and other specialist of the health domain who move into the city (price reduction for certain services, accommodation).</p> <p>3.4. re-qualification of labor force of domains like wood cutting and exploitation</p> <p>3.5. efficient usage of the working terrain used for wood manufacturing</p> <p>3.6. preparing qualified workers for the textile industry</p>	<p>4.1. increasing the quality of medical services (drinking cures, hot bath, medical gymnastics, homeopathy, consulting specialist)</p> <p>4.2. city clinic which will coordinate the communication between the cardiology hospital, treatment centers and the city hospital</p> <p>4.3. Attracting investors in the textile and alimentation industry, mainly for meat processing</p> <p>4.4. project of re-launching the dioxide carbon factory</p> <p>4.5. attracting companies engaged in construction material processing</p> <p>4.6. population information office</p> <p>4.7. new green areas in all parts of the city</p> <p>4.8. city center arrangement programs</p> <p>4.9. reconstructing the streets, roads and the pavements, of the city</p> <p>4.10. creating cultural programs for the population</p> <p>4.11. creating a space for shows</p> <p>4.12. public toilet in the center</p>	<p>5.1. preparing the marketing plan of the location</p> <p>5.2. axing on one specific characteristic</p> <p>5.3. elaborating the symbol system of Covasna</p> <p>5.4. External communication programs</p> <p>5.5. Program for communication with the local population</p> <p>5.6. The functioning of monitor programs</p> <p>5.7. Rehabilitation of a building-symbol of the city but mainly, the rehabilitation of Planului Încinat and of the spunky railway to Comandău</p> <p>5.8. Conceiving a systematization program with brotherhood cities and other resorts of the country</p> <p>5.9. Re-launching diplomatic and politic relations of local, central and county administration</p>
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1. The Development of Traffic Infrastructure, Communal Household and Environmental Protection

OPERATIVE OBJECTIVES	Programs and Measures	Priority Degree	Time Horizont	Responsible Organs and Partners
<ul style="list-style-type: none"> • More efficient valorization of gas emanations and natural resources • Developing the waste water system • Developing drinking water system • Developing electricity system • Modern waste management system • Complex systematization of the locality (parks, market etc) 	1.1. hydrology study for the identification of protected areas for mineral waters and mofettes	1	ST	LPAA, I, CTS
	1.2. scientific research for application possibilities of gas emanations, mineral waters (including the composition of mineral waters).	3	LT	LPAA, I, CTS
	1.3. Finalizing the rehabilitation program of canalization and water treatment	1	ST	LPAA, I, LP
	1.4. Extending and modernizing the drinking water system of the city	1	ST, MT	LPAA, I, LP
	1.5. Modernizing the drinking water catching system	2	ST, MT	LPAA, I
	1.6. Stimulating a program for car traffic reduction in the city.	3	MT	LPAA, PL, NGO
	1.7. Selective waste collection program, waste treatment system and center	2	MT	LPAA, E, PL, NGO
	1.8. repairing roads, alleys, parks and creating new green areas	2	ST, MT	PLAA, I, E, NGO
	1.9. Elaborating the urban arrangement plan with regulations	1	ST	LPAA, I
	1.10. Elaborating a modern public domain administration system	2	MT	LPAA
	1.11. preparing and implementing a projects for an external traffic	2	MT, LT	LPAA, I, E
	1.12. public parking facilities	2	MT	PLAA, CTS

Developing the *traffic infrastructure and of communal household* is the most important necessity of the locality related to both the protection of the environment (efficient usage of resources, reduction of water, air and soil pollution) and the social and economic development of the city. The development of local economy, at the moment very underdeveloped due to closing agricultural and industrial units, may be started by stimulating local commerce, local minor investments and enterprises and on the other hand by attracting investors not only in the tourist sector but in other non-pollutant activities that are compatible with the basic functions of the locality. There are serious accessibility problems both by road and by railway. The rehabilitation of road system is the responsibility of county authorities, but the roads of the city fall under the responsibility of the location. There is a need for a detailed plan on the basis of the importance of the streets from the point of view of local traffic which may be considered only in synthesis with the development and modernization process of the *drinking and waste water system*. In addition, it would be good if in parallel with the modernization of the road system the canalization system of pluvial water would be separated from the waste water system. It is absolutely important to modernize both the *water purification center* and the household and industrial *water maintenance/capturing system*.

All in all, the objectives of this complex development plan are the following: to facilitate traffic in the city, to insure the basic public services for the inhabitants of the city, to increase life standards, to stop surface and underground water pollution, which is risky from the point of view of the health of the population and to reduce the risk of decreasing the economic resources of the resort. Also, there is a *lack of electricity* in some parts of the city which affects both the households and certain economic services and activities that function on the basis of electricity like information and communication technology. As such, it is necessary to modernize the transformation centers mainly in the central zone and in the balnear –tourist zone of the city where such works might affect the urban esthetic landscape. It is also necessary to place the electricity cables underground. The *central heating system* should also be developed but for such works there is a need for technico-economic studies and a systematic evaluation of the necessities of the population and of commercial societies, public institutions, a prognosis of the distribution of financial costs and the disposition of getting connected to the system.

An ever more complex problem is waste administration, starting from the abolishment of waste platforms to reduction of waste production, the elaboration of waste recycling systems and selective waste collection. Without recycling selected waste there is no sense in putting separate containers for paper, plastic materials, glass, metals and organic waste.

Public space usage also has to be reorganized. There is need for traffic roads, pavements on both sides of the street, cells where public transport vehicles can stop, parking place, crossroads, alleys, roads for traffic with carts, agricultural cars, for bikes and motorcycles, mopeds. The quality of the air, the esthetics of parks, green bands along pavements are also very important mainly from the point of view of resort aspect. From the point of view of organizing and regulating the traffic there is a need for roads that are external to the city, like for example in the western part. Also, the Valley of Zânelor should not be affected by heavy traffic (wood transporting from Comandău to Covasna). Heavy traffic and wood transportation from Comandău may be carried out in the direction of Păpăuți (in agreement, naturally, with the local public administration of Zagon commune).

The long term impact of these axes will be positive: the impact on the environment will be pollution reduction and total pollution stop, from the social point of view living conditions will be much better and so the locative and recreational needs of the population will be satisfied, the attraction of the city towards tourists will grow, new investments will bring new business and job possibilities. The measures of realizing this axes presupposes investments in infrastructure which should be initiated by the local administration force and which should start by the evaluation of a general urban development plan, an actualization plan and finding access to financial resources through the Regional Operational Plan, traffic infrastructure development plan.

Another aspect is the more efficient valorization of gas emanations and mineral waters. This problem is first of all addressed as challenge to balnear tourism centers which have a considerable amount of resources available at the moment. For the resources that are not used at the moment partnership should be initiated between the local administration forces and the eventual new investors. Building new fountains and closing the existent ones presupposes serious hydrology studies and the implementation of a regulation for constructions in the zone.

The development axes for regional and local tourism development is the second domain of interventions and presupposes the valorizing process of natural resources and the creation of specific balnear tourism infrastructure. This axes is already connected to the next development axis: balnear tourism development.

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2. Development of Balnear Tourism

OPERATIVE OBJECTIVES	Programs and Measures	Priority Degree	Time Horizont	Responsible Organs and Partners
<ul style="list-style-type: none"> •Increasing and diversifying accommodation and alimentation •Developing infrastructure for cultural programs •Stimulating the foundation of auxiliary tourist infrastructure •Founding and developing a local municipal bath •Developing the treatment services and all related 	2.1. attracting strategic investors for the city hotels	2	ST	LPAA
	2.2. increasing the classification degree of certain curing hotels	1	ST	CTS, I
	2.3. stimulating the creation of new types of accommodation, like villas	2	MT	LPAA, E
	2.4. founding project for a wellness and city pool	1	ST	LPAA, E, CTS
	2.5. Building restaurants, coffees and other spaces	1	ST	CTS
	2.6. coordination programs of treatment centers	2	MT	CTS, I
	2.7. alleys for walking	2	MT	LPAA
	2.8. info points	1	ST	LPAA, I, NGO
	2.9. tourist information center and center for organizing social and cultural events	1	ST	LPAA, I, NGO
	2.10. Museum of mineral waters	2	MT	LPAA, CTS, NGO
	2.11. Bowling field	3	MT	CTS, LPAA
	2.12. Mountain bike range	2	ST, MT	LPAA, NGO
	2.13. City bike range	1	MT	LPAA, I, NGO
	2.14. Ski track in the Valley of Karácsony, and tourist development of this valley	1	MT	LPAA, I, NGO
	2.15. re-building Árpád bath in the traditional style	2	MT	LPAA, I, NGO
	2.16. Urbanization plan of the Valley of Hankó	1	ST	LPAA, I, NGO
	2.17. Developing the memorial house of Kőrösi Csoma Sándor in Chiuruș	2	ST	LPAA, NGO
	2.18. Developing rural tourism in Chiuruș	1	MT	LPAA, NGO

The second major direction for the strategic development of the city-resort, based on the axes presented below, is the fortification of the basic function of the city, that is, its balneo-tourist function. Since there are plenty of accommodation possibilities with 2 stars there is a necessity of increasing the accommodation possibilities of other segments, that is, with 3 or 4 stars, as it is done by the renewal construction of old buildings and with new constructions. At the moment the accommodation services are available within the therapeutic hotels whose clients are mainly elderly people and whose treatment is financed by the state ticket system (Ministry of Work, Families and Social Solidarity, National Pensioners' Office, the Ministry of Health, National Health Insurance Office. In the future this system will either persist and so the hotel and the balnear treatment system will be much easier to foresee, or it will fail to function due to the privatization of the health and social assurance sector which will eventually bring a new competence on the market. Nevertheless, curing hotels must take into consideration other segments of the market, too, like for ex. the population sector with better income and of the second generation which solicits diverse distraction and cultural services, sport facilities, free time activities but also indoor distraction services in winter time or in case the weather is bad. For these reason the development axis of balnear tourism from Covasna presupposes two strategic objectives: creating wellness tourism and modernizing balnear tourism. That is, the old profile of the location should not be left behind since this is a basic economic branch for Covasna and it has great influence on the local labor market. It is the increase of the quality of the existent services that needs to be implemented along with the diversification of services.

We consider that the traditional balnear tourism units should be maintained in their present location while the new functional units for tourism that are being formed in the south (Árpád bath), west (Chiuruș), nord-east (Hankó Valley) and east (Zânelor Valley) part of the city should be based on wellness and distraction tourism with main focus on wellness, not on curing. Naturally, the treatment and curing activities of the Cardiology Hospital from the Zânelor Valley should not be troubled. There should be another project planned for this one that would focus on green area development and would offer recreational possibilities for persons who need psychical, physical and intellectual recovery. Also, the Zânelor Valley should have its elegancy through its quality services like open air sport services which presupposes the the elimination of wooden material transport traffic from the zone. The

Planul Încalinat may bring some air of elegance but only in case its functioning is reorganized and there is enough investment effort available (see chapter referring to the marketing of the locality).

Investments for the modernization and extension of accommodation possibilities is in the capacity of tourism commercial societies, but, as it is well known, accommodation places are not an attraction factor as such for tourists and will not chose Covasna only for this reason as a place where they would spend their holiday or their vacation. Balnear tourism presupposes longer vacations on the basis of the recommendations of the doctor. Nevertheless, besides the absence of treatment programs there are not distraction possibilities, no performances, clubs that would offer sports and game possibilities both for the elder generation and for the youth. Based on the proposed clientele segments, on the international tendencies of tourism we propose the creation of new city bath units, a complex curative and distraction center, indoor and open air pools with aquatic distraction elements (like artificial waterfalls, Jacuzzi, whirlpool etc). These element will be part of the development projects of new hotels, too, which will have their own treatment and distraction center. Nevertheless, such services are necessary for those tourists who come to the city for only a one day visit, for the local population and for the guests of those hotels which do not have such services. We need to underline the importance of alimentary units, which should have traditional, national and local character as main profile so as to express the natural richness and the special character of the zone born out of the interference between the Hungarian Sekler and the Romanian culture. The gastronomy of the location has other special elements, too, like the culinary heritage- which could be another attraction factor within tourism. Both the hotel industry (restaurants, too) and the local public should have access to these facilities. However, the rooms used as clubs and halls in hotels will not be enough for this purpose. There should be a cultural center with modern and adequate services where these programs could be organized (theatre performances, concerts and balls) and where it would be possible to organize conferences, workshops, symposiums in the business and political domain. Other elements that we consider necessary for the development of balnear tourism will be enlisted in case of the axe referring to the socio-cultural and economic development of the city.

Project initiation should start from the local public administration office. However, most of the projects enter the competence of commercial societies, public institutions or non-governmental organizations. The Mayor's Office has an important catalyst role, it should coordinate and should initiate attracting projects managers. The impact of efforts on the development of balnear tourism is multiple since it has positive effects on the increase of tourist attractiveness of tourist and balnear units and on the development of Covasna as a resort. If the development follows the tendencies of tourist marketing and the marketing policy of enterprises is professionally implemented on both the local and regional level and will create the Covasna image and brand, then the investments in tourism will be rentable. If the business in this domain will be profitable and attractive for the investors as a result of the increase of tourist fluctuation of the resort, there will be more new job opportunities in the location. If the managers of the respective companies will understand the importance of human resources regarding good offers and good services and the salary system and the atmosphere of the workplace will attract young workers, then the social impact of the development of balnear tourism will be justified on this axe, too.

The tourist development perspectives projected for the future impose the necessity of very organized urban re-structuring of the city which will need a lot of workforce not only for the development works but for the maintenance works of public and private spaces, too. This will have multiplication effect on the local economy both on the level of incomes spent in the locality and on the decrease of unemployment grade. Through the re-conversion of the labor force available from economic units, both from and outside the city, many will have the possibility to re-enter the local labor force market and will not be forced to go in foreign countries for a job. Its impact on the environment could be both negative and positive. In order to minimize the negative effect this might have on the environment (mainly natural resources and therapeutic elements) there should be a careful planning of the recycling system of waste water and, in addition, there should be accentuated attention on forest, horticulture and landscape protection. The woods of the city and of its surrounding should preserve their recreational character and industrial exploitation works should come to an end. Another very important thing is to rehabilitate the banks of Covasna Stream since landscape and the view of the banks of the river have direct effect on tourism.

As we have already said, the financial background and resources of the local investment may be co-financed by the Structural Funds of the UE within the program projected for the maintenance of natural resources and the development of tourist services and infrastructure (Regional Operational Program, Priority Axe nr, 5: Long Term Development of Regional and Local Tourism, Main Intervention Domain nr.5.2.).

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3. Development of Human Resources

OPERATIVE OBJECTIVES	Programs and Measures	Priority Degree	Time Horizont	Responsible Organs and Partners
<ul style="list-style-type: none"> • Training tourist specialist • Attracting cardiology and balnear doctors and professional therapists • Training medium medical personnel continuously in the location • Re-qualification of segments liberated from other domains (manufacturing industry) 	3.1. developing tourism education in the city: waters, cooks, receptionists, maidens	1	ST	LPAA, I, CTS
	3.2. training and perfection program of medical staff in balneology and cardiology	2	MT	I, CTS IS,
	3.3. insuring advantages for doctors, assistants, nutritionist and other specialist of the health domain who move into the city (price reduction for certain services, accommodation).	2	MT	LPAA, CTS
	3.4. re-qualification of labor force of domains like wood cutting and exploitation	1	MT	LPAA, I, E, CTS, NGO
	3.5. efficient usage of the working terrain used for wood manufacturing	2	ST	LPAA, E
	3.6. preparing qualified workers for the textile industry	2	MT	LPAA, I, E

The availability of human resources in a locality and its influence area is a very important factor when choosing the location of an enterprise set up in the industrial domain, in the servicing sectors and, mainly, in the tourist sector which necessitates labor force that is adaptable both from the qualitative and quantitative point of view to the sezonal changes of tourism. It is not only the serving sector that the tourist industry needs professional labor force, but also in its direct relationship with clients and business partners, in the production process in the hotel and alimentation administration and in the curative- balnear units and distraction services. Although the tourism and health treatment services offered by the cardiology hospital constitute the main labor resource of the city (and the tourism and health sector will remain the basic functions of the city in the future, too), enterprises engaged in agriculture, alimentary industry and the light industry (wood exploitation, transport and

production) may not be left behind. All of the sectors has its own necessities regarding the salary system of labor force based on age, sex, professional experience and qualification.

Without a good correlation between the educational system and the demands of the labor market we will have to face the situation that is characteristic to the whole country: theoretic schools have a very high prestige in the eyes of both parents and students while vocational/professional schools are considered to be of low value that only student with low intellectual capacity wish to attend and do not need too much effort. Graduates of theoretical high schools seem to have better chances and will of participation when it comes to attending courses offered by institutions, companies specialized in qualification courses, re-qualification and extra trainings. However, they do not have the necessary practical skills, do not have specializations in a certain kind of domain; they have general knowledge but no specific skills. The reform of the educational system is not of local competence. However, this does not mean that there should not be initiations of collaboration between the representatives of educational units, of the business sphere and intermediators of the local public administration office. There could be new courses designed to train specialists in a certain domain. Also, it would be very useful if graduates would have a consultancy office where they could consult specialist regarding carrier building. These services could be offered by specialist of a school or non-governmental organizations.

On the basis of the diversity of the economic activities from Covasna there should be a complex human resources training and development project implemented. On the one hand there is a need for basic qualification in the hotel and restaurant industry (receptionists, waiters, barman, cooks, tourist agents, guides etc). On the other hand the already existing personnel should be trained (not only employees but employers, conductors, too). The last aspect refers to the micro-enterprises in tourism, mainly to pension administrators. Speaking the official language and foreign languages, marketing skills, professional knowledge and knowledge of certain cultural and behavioral codes is absolutely necessary.

Balnear curative tourism has serious expectations regarding trained and specialized labor force. One can observe an aging of tourism, medicine and balneology specialists and there might not be enough human labor force reserve in these domains. There should be a kind of

partnership program initiated to attract cardiology, balneology specialists, a program that would evaluate the existent necessities of specialists in the locality and there should be some promotion packets elaborated for those who come to work in the city (advantageous accommodation possibility, decent salary). In addition, it is very important that the inhabitants of the city feel safe regarding the future of the locality, create the image of a locality with ambitious future and believe the importance of cultural and recreational activities. In parallel with training specialist, it is necessary to train medium medical personnel mainly on the basis of the available labor force from the city and from the location nearby.

Since supporting a family is a great responsibility, besides training women labor force to work in cultural and balnear tourism, male labor force needs to be trained, too. While the alimentary and textile industry employs mainly female labor force, wood exploitation, transport, repairing cars, commercial agents employs male employees on the first place. From the point of view of occupational structure it would be good if the number of those employed in industry and difference services would be as big as possible while the number of those employed in agriculture and silviculture would be as little as possible since the latter domain is becoming more and more mechanic. Above all, it would be very advantageous to have as much labor force in the private sector as possible and as little as possible in the budgetary sector (administration, education, health, culture).

If the textile, the alimentary and the wood exploitation industry will be restructured and will be active again (through new markets, through the development of the relationship between suppliers and distributors), there will be a need of qualification of young labor force who graduate vocational schools, a need of re-qualification of the existent labor force from different domains and the re-training of those working in the field for a long time.

The impact of this axe on the development of the locality will be of very positive social and economic nature since there will be an increase in the labor market, the rate of unemployment will decrease, the rate of temporary or definite migration to foreign countries will also decrease, the social problem of unforeseeable future will probably disappear, local fees will decrease, the amount of spent money will increase. Opportunities for training, re-qualification and education will be offered by commercial societies engaged in organizing such courses or other public specialized institutions (County Agency for Labor Force) which

are in partnership with local companies. The Structural Funds of the EU, the Operational Program for Labor Force Development will financially support these programs; initiatives may be given by the local administration forces or consultancy companies may be founded.

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4. General socio-economic development

OPERATIVE OBJECTIVES	Programs and Measures	Priority Degree	Time Horizont	Responsible Organs and Partners
<ul style="list-style-type: none"> •Rationalizing and supporting the health sector •Attracting investors in industry (textile and alimentary industry) •Stimulating the partial transformation of wood exploitation industry for furniture industry •Developing alimentation, information, distraction and administration services. •Developing social life: culture, arts, local media 	4.1. increasing the quality of medical services (drinking cures, hot bath, medical gymnastics, homeopathy, consulting specialist)	1	ST, MT	I, CTS
	4.2. city clinic which will coordinate the communication between the cardiology hospital, treatment centers and the city hospital	1	ST, MT	I, LPAA IS,
	4.3. Attracting investors n the textile and alimentation industry, mainly for meat processing	2	MT	LPAA
	4.4. project of re-launching the dioxide carbon factory	3	MT	E
	4.5. attracting companies engaged in construction material processing	2	MT	LPAA
	4.6. population information office	2	ST	LPAA, NGO
	4.7. new green areas in all parts of the city	2	MT	LPAA, , LP, NGO, E
	4.8. city center arrangement programs	1	MT	LPAA, I
	4.9. reconstructing the streets, roads and the pavements, of the city	2	ST	LPAA, I, E
	4.10. creating cultural programs for the population	3	MT	NGO, LPAA
	4.11. creating a space for shows	1	MT	LPAA, E
	4.12. public toilet in the center	1	ST, MT	LPAA, E

Local socio-economic development is a very complex group of activities based on two basic directions which, in certain cases ,may imply involving the local public administration forces as investor while in other cases its role is subsumed to mediating the interested companies, to training the population is the necessary fields in collaboration with the civil sphere (non-

governmental organizations). Within the complex topic of economic development we have focused on the efforts used for developing balnear tourism as a brand mark for Covasna, on human resources development as a general component of development, on environmental protection and, in addition, on the infrastructural development and modernization as a support for all other economic activities. In the following we will complete this image with efforts necessary for implementing investment, communication and organizational activities.

Within the economic domain a basic direction would be to re-launch certain economic products in the textile, miller and baker's industry (biscuits and mealy pasta), meat and fur processing, dioxide carbon canning and restructuring and diversifying wood exploitation industry (wooden houses, furniture, recycling wooden waste). All these activities would bring business possibilities, would need investors (in certain cases on already existent locations) who would bring some capital for investing, would introduce modern technologies and would instruct the executing personnel, too. In order to find and attract such investors there should be a responsible referent from the local public administration who is responsible for external relations and the marketing of the locality (with basic training in economy and who speaks foreign languages) since this role is at the present fulfilled by the mayor and some of the councilors of the commission for development. Also, activities like commercial and alimentation services are very underdeveloped within economy, a problem that addresses not only tourist but the local population, too. At the moment the lack of certain goods gives the impression of absence of buying force a fact that may be result of either the fact that entrepreneurs consider the local population as being uninterested or a considerable number of the inhabitants does its shopping in other towns. Naturally, by the increase of labor force employed in productive units and services the demand will also grow and the area of services will be much diverse.

In the socio-cultural domain and mainly in health services there are some major handicaps like for example the financial sustaining of the city hospital. One idea was to cooperate with the cardiology hospital and with the treatment centers of balnear hotels so as to support the local health system. Priority axe nr. 3 in the Regional Operational Program referring to the development of social infrastructure offers financing opportunities for modernization and so development projects should be prepared. Another domain of services addressed to the

population mainly are the cultural, sport and distraction services. Regarding distraction we have already indicated the necessity of extending services, creating green areas and parks, promenades. Besides this there is a need for open air sport field, bike traces and curing traces for the clients of balnear hotels and units. In addition, there is no center for cultural life that would be suitable for performances and concerts. While constructing this place should be the effort of the Mayor's Office, organizing the cultural life of the city would be responsibility of schools and socio-cultural organizations. On the other hand developing the cultural life of the city and the local library are the pillars of the development of cultural management: attracting theater bands, interpreters, actors, organizing expositions etc.

Implying the citizens in the public and community life should be more intense since at the moment one can see a certain degree of passivity and lack of interest. There should be local radio, local TV channel, local press, information bureau for the youth about cultural, sport and agreement possibilities and a tourist agency. This is already connected to the fifth axe: local marketing.

The efforts enumerated as being part of this axe would have a positive effect on increasing the attractiveness of the city both for tourist and the local inhabitants. The emotional connection of the inhabitants is a major point of local development since without this the emigration rate could highly increase as a result of lack of searching for individual surviving strategies in the location characteristic mainly to the young educated sphere of the population. In case they can not plan their future in the locality, they will not return to the city.

5. Place marketing

OPERATIVE OBJECTIVES	Programs and Measures	Priority Degree	Time Horizont	Responsible Organs and Partners
<ul style="list-style-type: none"> •Projecting a complex marketing plan •Re-modeling the center of the city and communicating this through several channels •Protecting heritage •Creating brotherhood relation with other cities 	5.1. preparing the marketing plan of the location	1	MT	LPAA, I, CTS
	5.2. axing on one specific characteristic	2	MT	LPAA, I, CTS
	5.3. elaborating the symbol system of Covasna	2	MT	LPAA, I, CTS
	5.4. External communication programs	2	MT	LPAA, I, CTS
	5.5. Program for communication with the local population	1	ST, MT	LPAA
	5.6. The functioning of monitor programs	1	MT, LT	LPAA
	5.7. Rehabilitation of a building-symbol of the city but mainly, the rehabilitation of Planului Înclinat and of the spunky railway to Comandău	1	ST, MT	LPAA, I, CTS, E
	5.8. Conceiving a systematization program with brotherhood cities and other resorts of the country	2	MT	LPAA, CTS
	5.9. Re-launching diplomatic and politic relations of local, central and county administration	1	ST	LPAA

If it is adapted to the specific needs of the city the local marketing may offer good ideas for the future as referring to how to change the present situation. The marketing activity was born to facilitate the commercial activities of companies. Similarly, on the locality level we are talking of socio-economic, cultural and tourist valorization of the existent qualities. How to “sell” the city? Sell it by making it attractive for investors, for the tourists and last, but not the least, for the inhabitants of the location. We have already indicated the importance of emotional attachment of the local inhabitants to the public spheres of life which can be precipitated by implying inhabitants in organizing cultural programs so as to intensify the

cultural life of the city, to imply them in finding solutions to social problems (ex. integrating handicapped people in society). The importance of local marketing is signaled mainly for tourism by the necessity to create promotional and informing materials, a well organized distribution of these materials by TV channels of the target markets, advertising in newspapers and the creation and advertising of a tourist society that administers hotels, restaurants and distraction structures. There is a need to professionalize these activities in the city by creating a job for it within the Mayor's Office or by founding a tourist information bureau subordinated to it. Tourist societies will make their own advertising but the city and the neighboring locations should also be promoted and advertised as tourist destinations and investment opportunities through the internet, tourist markets and expositions, tourist service packets, study- tours for pressman.

Promoting local investment possibilities based on the local development plan and the regulation of the General Urban Plan has the aim of offering information referring to which city to choose as profitable investment in the economy of production and services and so to create new job opportunities. Investors need information referring to the state of the present infrastructure, of the terrains that are suitable for stating the activities planned (location, extension possibilities, utilities and costs), the quantitative and qualitative characteristics of available human resources, modalities of gaining authorization etc. The local strategy as such may also be used as a form of popularization for investment ideas since the projects proposed for implementing measure is part of a portfolios of projects initiated or/and unrolled by the local public administration.

As part of the operational objectives of this axe we indicate the importance of writing a marketing plan of the locality as tool of communication and act of planning with the exterior and the interior, the local society. There should be a symbol system elaborated for the balnear resort image of the city that would be present on all of the graphic elements that are about the city (maps, sheets etc) and which would promote the Covasna brand. This would include the rehabilitation of the cultural heritage of the city, too, like the Planului Încalinat.

In the marketing activity the local public administration has a major, almost exclusive, role (both the Mayor's Office and the Local Council). The modality of promoting the elements of cultural and natural local heritage, the way the needs of the city are interpreted and

communicated towards the exterior and interior mirrors the attitude and devotion of authorities towards solving problems and developing the city. In the present we live in a world of integrated Europe and globalized economy where it is very important to have brotherhood relations with other cities, localities and institutions, organizations. There should be a unitary and diverse conception elaborated about how these relationships would be born and expanded (European territorial cooperation).

Another aspect that would contribute to the development of the city would be to have diplomatic and political relations with the authorities of the central and county public administration so as to create lobby for promoting the interests of the city. The medium and long term impact of the marketing of the locality is multiple on both tourist and cultural activities since it may enlighten the local economy till there will be some support from the regional, national and county authorities. Getting in touch with different national organizations, like the association of resort places, would contribute to advertising the city. In order to professionalize the tourism marketing and the management of inter and intra sectional relations o tourism there should be a professional association founded for local management activities which would facilitate the implementation of Local Development Strategy and the Marketing Plan that is to be created in the future. The promotion and financial basis for starting such activities and founding such an organization is offered by priority axe nr. 5 of the ROP (Regional Operational Program) Long Term Development of Local and Regional Tourism, Major Intervention Domain nr, 5.3 referring to the promotion of tourist potential in Romania in general, in the region, in the county and in Covasna resort.

4. OPERATIVE DEVELOPMENT PROGRAM OF COVASNA

4.1. Conjuncture Development Possibilities and Opportunities of Covasna's Health Tourism

4.1.1. Characteristics and Prospect Tendencies of Worldwide Tourism

Tourism is one of the most developed branches of the world economy the development rhythm of which goes far beyond that of other branches. At the moment it is outrun only by the petrol industry.

The greatest market of tourism is Europe the main region of which is concentrated in the region of the EU and EFTA, regions which occupy 58% of the international tourism market.

The development of tourism in the last decades has well defined characteristics: the number of overnight stays has increased with 17% in the period between 1950 and 1990 and the income has increase with 109%. This tendency characterized the last decade, too. Tourism makes up 11% of the total PIB. Out of the total number of businesses Europe represents the biggest part, followed by North America, Asia and Oceania. Within Europe the proportion of Central and East Europe is getting bigger constantly. The number of jobs within tourism is 212 million which is 10,7%of the total number of jobs. By 2006 there will be approximately 125 millions of job opportunities created in this sector. Tourism makes up 10% of the total number of new investments which means an annual 6-7% rate increase. The income from tourism taxes represents 6,6% of the world taxes. 15% of the world export is represented by tourism.

4.1.2. Tourist Tendencies in Romania and Its Possible Influence on the Tourism of the Region

According to the WTO (World Tourism Organization) 2005 data, despite the existence of several negative factors (petrol price is getting higher, terrorist attacks) the world tourism market is continuously growing: in the first part of the year the number of overnight stays has increased with 5,9% in comparison with the same period of the years before. However, the rate of increase had become slower; in the last three months of the year it was slower than in the first four months of the same year and this may be explained by the increase in the extra-season period.

Europe maintained its world leading position in tourism; more than half of the international overnight stays are in Europe (more than 400 millions out of 700 millions), even though the medium is decreasing (a 4,2% development in comparison with the 5,7% world medium in the first part of 2005) both on the continent and in the classical destination point like France, Italy and Spain. One of the causes of this might be the euro-dollar flow of the last few years (besides visa obligations and the stagnation of the European economy) which turns the tourist of Europe and those of other continents to turn to other destinations as Europe. One interesting thing is the 7% increase registered in the central and eastern part of the continent as in comparison with all the other European states.

However, Romania is not on the list of the countries who registered increase in tourism: with a number of 4,8 millions of tourist coming it occupies the last place after those states who registered 10 to 20 millions of tourist visiting the country. Also, this number is decreasing continuously.

From the point of view of tourist visits Germany occupies the first place from 1993 on, Italy is the second from 1999 on (before that this place was occupied by Moldova and Israel), the third place is represented by France from 2002 and Hungary is on the last place from 2004 on, according to the National Statistical Office – NSO.

According to the research of WTTC in 2005 regarding the Satellite for Tourism, Romania is on the fourth place concerning the increase of long term demands. Entering the EU in 2007 and joining the NATO in 2002 means an increase in the promoting Romania in the international consciousness. One could sense a new interest of the central government in tourism in the middle of the 90's, when tourism was named as national priority. The Dracula Park, although never built, was a sign of this increasing interest. Nevertheless, the absence of understanding the importance of tourism and of tourists, of independent operators who would cooperate and of the incoherent government strategy indicate that this potential still waits to be exploited.

The big majority of international visits in Romania is from Europe. From 2000 on, apr. 95% of the visitors in each year are from the continent. Out of this, according to the 2004 data, 75% (increase) are from the neighbouring countries: Ukraine, Moldova, Bulgaria, Serbia and Monte Negro. Accommodation analyses indicates that this number is not mirrored in the registers of accommodation units, that is, these tourists, when coming to Romania, stay at their friends', families' and relatives' or do not even spend the night in Romania. As a result, it is very hard to quantify its impact on economy.

Out of the 15 states from Europe, from the point of view of Romania the biggest markets are Germany, Italy, France and Great Britain. However, the number of visitors is decreasing in all the 15 states of the EU from 2005 on. This might be the result of the entrance of the 10 new members of the EU and of the cheap price of journeys by airline.

In 2004, Hungary represented the top of the increase while there was a 69% increase in Romania and Poland, where the rate was 22% higher in comparison to 2003.

Other important market for Romania are the USA (which indicates a constant increase from 2000 on, with 111.000 visitors in 2004 which is due to the fact that Americans realized that Romania is more than the country of Dracula) and Israel, where the tourist market has not changed in the last few years. The number of visitors from China will increase in the following years since Romania became an approved destination in June, 2004.

According to the estimations of the World Travel and Tourism Council, WTTC, the income from tourism of EU countries could go up to 46 milliards of euro.

The role of tourism is in continuous ascendance due to the pressures of civilization and the diseases born by it. More and more people look for the quite and relaxation of tourism and so health and ecotourism are more and more popular.

Within health tourism the most important branches are preventing diseases and the wellness tourism. There is a new tendency of turning back to natural ways of treating diseases. The tendencies of this wave touched all the developing countries of Europe, including central and eastern Europe among which Hungary and Romania, too. The most popular programs are the ones that apply prevention and recreation treatments based on water and air, very diverse. Thermal and health centers are developing since there is an increasing attention drawn on maintaining mental and physical condition and living a natural and conscious life.

The first representatives of the new life style are the young adults of the middle class and who represent the main circle of clients of wellness and fitness tourism. Their aim is prevention and they have pretensions regarding a healthy lifestyle. Young families with little children are looking for distraction baths, first of all. The clients of thermal and health tourism are first of all persons of the middle age and elderly people who wish to recreate, to prevent diseases, to rehabilitate and to become healthy.

In case of all the strata of clientele there is a demand for complementary services and complex offers. Treatment and recreational centers, their natural environment and the architectural atmosphere need to correspond these provocations.

In what follows we will enumerate the main tendencies of international tourism:

- Within tourism, besides the basic product the level, the credibility and the quality of services is becoming more and more important.
- The sensibility of tourists regarding prices is increasing. Influential factors are safety, hospitality, the natural environment, the climate and the accommodation taxes.
- Half of the population is part of tourist life, senior and young tourism has a bigger importance than the other segments of tourism. The most active are the generation between 25 and 39 years old followed by the ones between 40 and 54 and the youth below 25 years.

- The intensity of journeys is balanced with the income and the educational level.
- Characteristic is to split the free time period: one part is spent by active relaxation and the other part by regeneration and resting.
- 61% of the tourists travel with their partner, 25% with their kids and 10% alone.
- The most popular way of transport is the car although airway transport is getting more and more fashionable due to low prices. Railway transport is getting reborn.
- The most popular accommodation types are hotels, resting clubs (42%), the house of friends or relatives and camping.
- There is an increasing number of 'all inclusive' services on the basis of 'the maximum amount of impression in a minimum of time' principle.
- Within tourist services there is an increasing demand for cultural, adventure, eco, wellness, incentive tourism and thematic parks. During winter time it is fashionable to go to exotic places, beaches, to join cultural trips or cruising. In this category the increase is bigger than in the category of winter sports.
- There is a change in the traditional traveling 'from the north to the south' to traveling 'from the south to the north', 'from the east to the west', 'from the west to the east'.
- In Europe there is an accelerated increase of traveling from one country to the other as compared to traveling within the country which might be due to the relatively little distances and to traditional ethnic relationships.
- There is an increase in individual traveling as compared to traveling with a group.
- There is a decrease in the number of groups (families, too) that favor mobility.
- New types of families appeared as a result of overturn of traditional families (divorces parents, 'weekend families'). There might appear new types of offers for this type of clientele.
- Increase in the demand towards special journeys - in health tourism.
- The market segmentation is more and more important: the needs of new segment have to be concretely defined, the products related to them and the canals which would bring the best ways of valorizing.

- The internet is becoming more and more general even in case of elderly people as a result of which it will become popular to keep in touch through it.

A major problem of Covasna and of all the resorts of Romania is that after the 1989 revolution privatization was not carried out successfully and the government was not able to elaborate a coherent strategy for tourism and was not able to see the role of the state within tourism. One important step in this sense was made in this year, 2007, when by the leadership of WTO the MasterPlan for National Tourism Development 2007-2026 was elaborated (see later).

However, tourism, which in more documents is indicated as the major domain of tourism represents only 2,19% of PIB and here are approximately 105 people working in this domain (on the basis of PND data, 2006-2013). The political conjuncture of tourism was slower and this can be detected mainly in the health tourism sector which is the step child of Romanian tourism. The role of the state could be seen in privatizing the facilities and in the subventions of social tourism, that is, in pension houses that covered the medical recreation and care services of pensioners in balnear centers. This is not a bad thing, as a matter of fact. But the fact that there were no attempts to develop tourism based on the partnership of the state and private offices demonstrates the absence of the state in tourism policy and outlook. All these factors are to the disadvantage of Romanian resorts not only from the point of view of external tourism but from the point of view of internal tourism, too. That is, Romania is more a tourist transmitter than a tourist receiver country and so the internal tourism market loses even residential clients with good material background. There are problems related not only regarding the absence of encouragement of the government referring to tourism but also in the slow retrocession procedure of communists of national territories, the property-ship of different real estates are not clear and the rights of proprietors are not clarified, yet. This causes problems and obstacles in development procedures both from the architectural and urban point of view.

4.1.3. The Relationship of Covasna with the Economic and Tourist Development Plans on the Local and National Level

The National Development Plan 2007 - 2013:

The NDP in one of its subchapters referring to the particularities of the Romanian tourism refers in short to cultural, religious, co, silvi, rural, balnear, beach and mountain tourism. Related to balnear tourism it underlines that Romania has significant and well structured resources regarding health prevention, treatment and health maintenance resources. There are 160 resorts or locations in the country who benefit of such natural mineral resources that can be used in balnear treatments out of which 15 are of national importance and all the others are of regional or local importance. Balnear tourism represents the second place in offers within the Romanian tourist market since 15,4% of the total number of accommodation possibilities are in this sector. However, as a result of the absence of investments the state and condition of these treatment centers has degraded. Modernizing the balnear center, their infrastructure, their services necessities a long term investment project.

In this document tourism is not treated like a general priority. This branch and its development is only a specific objective of the general objective of reducing the regional and country disappearances (Priority nr. 6). As such, within and beside the other specific objectives that contribute to the implementation of this objective, the development of tourism is referred to in the following way:

“Valorizing the tourist and cultural potential of regions and increase of the contribution of these domains to the development of regions through rehabilitation, by 2015, of 200 tourist and cultural centers and increasing the contribution of tourism to PIB with 1,25%.”

NDP 2007-2013, page 327.

The **National Regional Development Plan**, elaborated on the basis of Regional Development Plan and the National Strategic Reference Frame 2007 – 2013 identified the development of tourism as a regional development priority due to the existence of tourist potential in all the regions. This potential justifies the financial support accorded to the

rehabilitation of tourist zones and to the valorizing of natural, historical and cultural heritage and their inclusion in tourism with the aim of attracting tourists.

The **Regional Operative Program**, as part of the National Regional Development Plan, identifies 5 priorities:

- To support the long term development of cities- urban poles in increase.
- To develop regional and local transport infrastructure
- To develop social infrastructure
- To consolidate local and regional business mediums
- To develop and promote tourism on the long term

As indicated, one can notice that one of the priorities is to develop tourism on the long term.

This priority axe has the following sub-priority components:

5.1. Renovating and valorizing the cultural heritage and to modernize the connecting infrastructure.

5.2. Creating/developing/modernizing specific infrastructure of valorizing the natural resources on the long term and to increase the quality of tourist services.

5.3. Promoting tourist potential and creating the necessary infrastructure for making Romanian an attractive tourist destination.

The development of balnear tourism may be supported by priority axe 5.2, which anticipates creating an infrastructure which validities the natural sources, mineral waters, mofettes, mud, salted waters, lakes etc. in an efficient way.

The **Strategy of National Tourism Authorities**, still being elaborated in 2006, offers the possibility of the revitalization of balnear sources through implementing the following strategic directions:

- Extending in all of the modernized balnear resorts the gerontology treatments with Romanian drugs.
- Developing a system of five balnear parks with wellness treatments in the first phase.
- Developing and diversifying the treatment procedures on the basis of natural factors in all of the modernized balnear resorts.

- To double the free time activity facilities.
- Developing all of the facilities of a modernized balnear resort for exploiting natural resources.
- Developing access possibilities on road, on railway and on air.

The **Strategy of Romanian Balnear Tourism**, elaborated in 2006, formulates the following general and specific objectives:

General Objectives: the strategic objective is to create a competitive tourist product in order to increase the income of balnear tourism.

Specific Objectives:

- To diversify the tourist offer and to increase competitiveness so as to respond to the exigencies of the world market: product, tourist services, distraction, public alimentation, being integrated in the international system, exploiting resources, agreement.
- To modernize and develop general and tourist infrastructure of balnear resorts:
 - to rehabilitate the infrastructure necessary for exploiting natural resources
 - Modernizing the existent treatment centers with modern medical technology and machinery, increasing the comfort rate of accommodation facilities, diversifying general and distraction facilities.
- Intensifying the promotion of this type of tourist activities on the national and international market.

The **Economic and Social Development Program of Covasna County for 2006** also mentions tourism in general terms in the 9th chapter and prescribes diversifying the services and increasing the quality of offers through the following 'activities':

- Increasing tourist circulation in Covasna County.
- Major infrastructural project "The road of Mineral Waters"
- Creating the tourist image of Covasna County.

- Promoting a new type of tourism through the ‘mountain bike traces’ program
- Participating tourist expositions to promote tourism in Covasna
- Editing a calendar of events in order to promote and inform

It is not indicated how and through which methods these aims will be fulfilled.

The most elaborated and detailed plan is probably the **MasterPlan for Romanian National Tourism Development**, finalized in 2007.

The plan includes a period of 20 years, till 2026. More to the point, it has a 6 year activity program (2007 – 2013) in relation with the financial support of structural funds to which Romania has access only after joining the EU in January, 2007.

According to this plan, the strategic directions for developing balnear tourism are the following:

<< It is not sure that the system of tickets will go on. Also, there is no proof, besides that of the subvention clientele, that there is continuous demand or increase regarding the existent traditional balnear resorts. If the system of treatment tickets will be stopped many of the existent centers will stop to function. Even if the system goes on, many of them will have to identify new directions. If they have one or more very much solicited treatment forms, it is necessary that by increasing the quality of offers/ services and by good marketing they are able to remain and function as a balnear center. Those resorts which have nothing special in their treatment offers will have to change direction, to re-orientate, to become relaxation centers with diverse distraction and balnear treatment possibilities or to make a more radical change, like a university center, for example.

Some of the balnear resorts and their owners initiated modernization and diversification measures as means of re-positioning. In certain cases the following could be done:

- *Renovating accommodation spaces to 3 and 4 stars level.*
- *Installing modern treatment facilities.*
- *Installing supplementary wellness, beauty and renovation services.*
- *Developing new attraction points as supplementary services, like winter sports and conference hall.*
- *Marketing of health and medical product.>>*

There are some concrete proposals in this pan, among which we underline the following:

Proposal 66, 86 and 87

The proprietors of balnear resorts and local authorities have to agree in the direction of the re-orientation of services and in the image of the resort on the basis of the demand of the market.

The Mayor's Office of balnear resorts have to authorize integrated development plans in collaboration with the local proprietors in order to extend the motives for visiting and to decide upon the necessary measures that need to be introduced for the future development direction of the resort.

Finding financial sources for implementing these plans and carrying out the implementation.

Proposal 68

Clarifying the obligations of concessionaires of water sources of balnear resorts.

The streams, the mud, the gas represents a national act while the soil and control activity is the responsibility of the Ministry of Environment and Waters. It is a question whether the local community should benefit of the surface of terrains or only proprietors should. As such, it is advisable that the Mayor's Office has the responsibility of concessionaires and of taking taxes for treatment facilities, on acceptable price and insures public access to balnear centers.

Proposal 79

The National Tourist Organization, together with the representatives of balnear tourism should project and implement a marketing plan for creating an adequate image of the balnear resorts of Romania and of their specific offers.

Proposal 83

The National Tourist Agency and the Organization for Romanian Balnear Tourism, through the Human Resources Development Committee should develop the program for regional human resources training for balnear resorts on the basis of the specificity of services and profile.

4.2. Programs Initiated and Proposed to Implement Strategic Objectives and Developmental Axes

PROGRAMS AND MEASURES	WATER RESOURCES				
	1.1. hydrology study for the identification of protected areas for mineral waters and moftettes	1.2. scientific research for application possibilities of gas emanations, mineral waters (including the composition of mineral waters).	1.3. Finalizing the rehabilitation program of canalization and water treatment	1.4. Extending and modernizing the drinking water system of the city	1.5. Modernizing the drinking water catching system
	1.6. Stimulating a program for car traffic reduction in the city.	1.7. Selective waste collection program, waste treatment system and center	1.8. repairing roads, alleys, parks and creating new green areas	1.9. Elaborating the urban arrangement plan with regulations	1.10. Elaborating a modern public domain administration system
	1.11. preparing and implementing a projects for an external traffic road to protect the city	1.12. public parking facilities	2.1. attracting strategic investors for the city hotels	2.2. increasing the classification degree of certain curing hotels	2.3. stimulating the creation of new types of accommodation, like villas
			2.4. founding project for a wellness and city pool	2.5. Building restaurants, coffees and other spaces	2.6. coordination programs of treatment centers
			2.7. alleys for walking	2.8. info points	2.9. tourist information center and center for organizing social and cultural events
			2.10. Museum of mineral waters	2.11. Bowling field	2.12. Mountain bike range
			2.13. City bike range	2.14. Ski track in the Valley of Karácsony, and tourist development of this valley	2.15. re-building Árpád bath in the traditional style
			2.16. Urbanization plan of the Valley of Hankó	2.17. Developing the memorial house of Kőrösi Csoma Sándor in Chiuruș	2.18. Developing rural tourism in Chiuruș
			3.1. developing tourism education in the city: waters, cooks, receptionists, maidens	3.2. training and perfection program of medical staff in balneology and cardiology	3.3. insuring advantages for doctors, assistants, nutritionist and other specialist of the health domain who move into the city (price reduction for certain services, accommodation).
			3.4. re-qualification of labor force of domains like wood cutting and exploitation	3.5. efficient usage of the working terrain used for wood manufacturing	3.6. preparing qualified workers for the textile industry
			4.1. increasing the quality of medical services (drinking cures, hot bath, medical gymnastics, homeopathy, consulting specialist)	4.2. city clinic which will coordinate the communication between the cardiology hospital, treatment centers and the city hospital	4.3. Attracting investors in the textile and alimentation industry, mainly for meat processing
			4.4. project of re-launching the dioxide carbon factory	4.5. attracting companies engaged in construction material processing	4.6. population information office
			4.7. new green areas in all parts of the city	4.8. city center arrangement programs	4.9. reconstructing the streets, roads and the pavements, of the city
			4.10. creating cultural programs for the population	4.11. creating a space for shows	4.12. public toilet in the center
			5.1. preparing the marketing plan of the location	5.2. axing on one specific characteristic	5.3. elaborating the symbol system of Covasna
			5.4. External communication programs	5.5. Program for communication with the local population	5.6. The functioning of monitor programs
			5.7. Rehabilitation of a building-symbol of the city but mainly, the rehabilitation of Planului Încălat and of the spunky railway to Comandău	5.8. Conceiving a systematization program with brotherhood cities and other resorts of the country	5.9. Re-launching diplomatic and politic relations of local, central and county administration

1. Number of project or measure	1.1. Hydrology study for the identification of protected areas for mineral waters and mofettes
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 4. General socio-economic development
4. Short description of the project	Writing a hydrology study is necessary in order to exactly evaluate the mineral water strata, debit of captive systems, exploitation reserves and for identifying the protection area of the existent springs.
5. Possible location of the project	Covasna
6. Recommended coordinator of the project	LAA
7. Project to be executed by (recommended)	Professional commercial society, NMWC
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Hydro-chemical maps, hydro-geologic map, research reports, reserve calculations, exploitation license etc.
12. Approximate estimated budget of the project	30 000 – 60 000 RON
13. Possible external financial source	-
14. Other remarks	

1. Number of project or measure	1.2. Scientific research for application possibilities of gas emanations, mineral waters (including the composition of mineral waters).
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 5. Local marketing
4. Short description of the project	Monitoring the quality of mineral water and gas emanations is a basic necessity for balnear tourism development and for sustaining other balnear tourism activities. The monitoring process is the basis of exploiting the possibilities of applying gas emanations in other domains, too. In this exploitation research the Cardiovascular Hospital has an essential role since it is the administrator of the biggest mofette in eastern and central Europe. The overwhelming presence of dioxide carbon generates the absence of oxygen in the inhaled air, that is, under certain circumstances it is possible to simulate the extreme conditions for sportsman or the air of high mountains may be simulated for alpinists who try to initiate expeditions in high mountains. The air with low levels of oxygen may be used for military trainings, too, for astronauts and airplane pilots, too. All these application possibilities need to be researched and a study should be written about the possibilities of founding such a center. With good marketing this could bring lots of tourists and professionals to the location.
5. Possible location of the project	Cardiovascular Hospital
6. Recommended coordinator of the project	NMWC, LPA, I
7. Project to be executed by (recommended)	I / Hearth Insitution in collaboration with high education institutions and research centers
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2-3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Scientific documentation based on experiments and research. License of NEPA in order to valor mofette gas emanation from the point of view of this (national patrimony). Fundament and feasibility study, License of EPA,
12. Approximate estimated budget of the project	70.000 – 80.000 RON (monitoring phase, scientific research, elaboration of the study and documentation.)
13. Possible external financial source	MER through NURC, private sector
14. Other remarks	

1. Number of project or measure	1.3. Finalizing the rehabilitation program of canalization and water treatment
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 4. General socio-economic development
4. Short description of the project	The deficiencies of the canalization system, of the waste water system may generate a general state of discomfort and several diseases. Due to the present development aims of the city it is absolutely necessary to develop the drinking and waste water canalization system and to modernize, extend the purring center. It is the aim pf the developments to correctly dimension the conducts of the system in the intravilla zone according to the number of inhabitants and tourist accommodation places of each territory. Each hotel or motel should have its own pre-purring/treating center so as not to over-use the treating center of the city. Pluvial waters should be collected separately. The purification centers needs the extension of purring capacity and the modernizing of technology, mainly in the phase of biologic treating.
5. Possible location of the project	The whole intravilla zone
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I
8. Momentary state of projecting and executing	Initiated project
9. Estimated duration of finalization	2-5 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	According to SF
13. Possible external financial source	Central budget, EU financial sources
14. Other remarks	The projects should be implemented complementary with the road system and transport development project.

1. Number of project or measure	1.4. Extending and modernizing the drinking water system of the city
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	The present system of the city is old and can not face the continuously growing demands. It is necessary to change the conducts in order to increase the amount of volume to be transported and to prevent the conducts from broking. The extension of the conducts in all parts of the city is a major priority.
5. Possible location of the project	The territory of the city
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I – Professional commercial societies
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2 – 3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST and MT
11. Necessary documents for execution	Necessary documents and licenses: 1. Nature License 2000 2. Cost-Benefit Analyses 3. Master Plan 4. Feasibility Study 5. Institutional Analyses 6. Evaluation of Its Impact on Nature 7. Other licenses, authorizations and certificates
12. Approximate estimated budget of the project	Projecting phase: 45 000 RON
13. Possible external financial source	SOP Medium, P1 – Extending and Monitoring Drinking and Waste Water System
14. Other remarks	Financing applications should be handed in from the end of year 2007 (apr.)

1. Number of project or measure	1.5. Modernizing the drinking water catching system
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	Changing the adduction conduct in Comandău (21 km long) and modernizing the water captivation system in the rest of the city, modernizing the water treatment system.
5. Possible location of the project	Comandău, Covasna
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I – Professional commercial societies
8. Momentary state of projecting and executing	Initiated project
9. Estimated duration of finalization	2 – 3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST and MT
11. Necessary documents for execution	Necessary documents and licenses: 1. Nature License 2000 2. Cost-Benefit Analyses 3. Master Plan 4. Feasibility Study 5. Institutional Analyses 6. Evaluation of Its Impact on Nature 7. Other licenses, authorizations and certificates
12. Approximate estimated budget of the project	Projecting phase: 40 000 RON
13. Possible external financial source	SOP Medium, P1 – Extending and Monitoring Drinking and Waste Water System
14. Other remarks	Financing applications should be handed in from the end of year 2007 (apr.)

1. Number of project or measure	1.6. Stimulating a program for car traffic reduction in the city.
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	The atmosphere of a climacteric resort should be quiet and free of all types of pollution. Intense city traffic is a major noise pollution source, it pollutes the air and as such it is a major danger factors for the citizens. The decrease of traffic is very important both in the center of the city and in the whole territory of the city, too.
5. Possible location of the project	Center of the city
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	M, NGO
8. Momentary state of projecting and executing	Planned project
9. Estimated duration of finalization	2 – 3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Study for funding traffic decrease, GUP
12. Approximate estimated budget of the project	
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	1.7. Selective waste collection program, waste treatment system and center
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	<p>Central Region Waste Collection Plan for 7 counties (Alba, Braşov, Covasna, Harghita, Mureş şi Sibiu).is the integrated part of National Waste Collection Plan according to which there is a need for apr. 50 waste collection centers in the country with a 100.000 tons/year capacity plus 15 of more reduced capacity for the isolated zones of the country. In the implementation plan of Directive 1999/31/EC the closing calendar for urban waste collection centers has been decided. That is, for waste ramp Covasna-Chiuruş the limit term for closing is 2009 (similar to Întorsura Buzăului şi Baraolt).</p> <p>1st priority of the project: developing, extending and sustaining the selective waste collection system (paper, glass, metals, biodegradable). It is very important to make the public conscious of the importance of the selective waste collection system and to introduce ecology hours in schools. Tourism and accommodation units should also introduce selective waste collection systems.</p> <p>2nd priority: introducing recycling of selective waste by local, county or regional systems.</p> <p>3rd priority: elaborating a selection and transfer center of household waste to ecology deposits of the regions (Braşov, Sighişoara, Cristian or others available)</p>
5. Possible location of the project	
6. Recommended coordinator of the project	LPS
7. Project to be executed by (recommended)	LPA, E, M, NGO, CT
8. Momentary state of projecting and executing	Initiated project (buying collecting cars)
9. Estimated duration of finalization	3-5 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST, MT
11. Necessary documents for execution	<p>Campaign for making the public conscious of its importance,</p> <p>Feasibility study</p> <p>EIA for the transferring center</p> <p>Technical project for the transfer center and collection system</p>
12. Approximate estimated budget of the project	2 000 000 – 4 000 000 RON
13. Possible external financial source	SOP Medium, P2 –“Developing integral waste management system and rehabilitation of contaminated waste”
14. Other remarks	It necessitates the participation of all social classes, tourist operators, schools and local administration forces

1. Number of project or measure	1.8. repairing roads, alleys, parks and creating new green areas
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 4. General socio-economic development
4. Short description of the project	The general image of the city includes traffic possibilities both by car and on foot. Roads are very important in this sense. Alleys and parks for walking should be built, too.
5. Possible location of the project	Intravilla zone of the city s
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I, E, NGO, schools
8. Momentary state of projecting and executing	Initiated project
9. Estimated duration of finalization	2 – 3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST, MT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	Projecting phase 20 000 – 50 000 RON
13. Possible external financial source	SOP Medium, P2 – Developing the local and regional transport infrastructure
14. Other remarks	

1. Number of project or measure	1.9. Elaborating the urban arrangement plan with regulations
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	Elaborating the General Urban Plan of the city is an important priority since solving many problems depends on it. The new GUP will regulate many aspects of local development like zone, type and mode of constructions, re-projecting the traffic, main development directions and others. This project constitutes a means of regulating and controlling constructions of the city and in general.
5. Possible location of the project	Covasna
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	Professional commercial societies: architects
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	The anterior GUP (1996), Local and Tourism Development Strategy of Covasna
12. Approximate estimated budget of the project	60 000 – 80 000 RON
13. Possible external financial source	-
14. Other remarks	

1. Number of project or measure	1.10. Elaborating a modern public domain administration system
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	At the moment some employees of the Mayor's Office administer the public domain. This should be done by a professional society/company who, on the basis of GUP and of the present strategy, would initiate re-projecting and re-arranging of green areas, flowers, pavements and the cleaning of streets in winter time. The cost of these activities would be supported by the Mayor's Office on the basis of local income.
5. Possible location of the project	Covasna, center and traffic directions
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	Professional commercial societies
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year for planning and contracting, and then continuously
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT (after re-arranging the center)
11. Necessary documents for execution	Actual GUP
12. Approximate estimated budget of the project	Depending on the activities named in the contract
13. Possible external financial source	-
14. Other remarks	

1. Number of project or measure	1.11. preparing and implementing a projects for an external traffic
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 4. General socio-economic development
4. Short description of the project	Transport of wooden material exploited in the region takes place through the city. By re-directing the heavy traffic on an external road most of the noise, dust and vibration pollution would be eliminated.
5. Possible location of the project	On road of street Poștei, the little railway station CFR, the western part of the city
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I – Institutions, professional commercial societies
8. Momentary state of projecting and executing	Non- initiated project
9. Estimated duration of finalization	2 – 3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT and LT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	300 000 – 1 000 000 RON / km, depending on the terrain
13. Possible external financial source	ROP, P2 – Development of Local and Regional Traffic System , intervention domain nr. 2.1 – Rehabilitation and modernization of city and county road system – including the rehabilitation of roads and constructions.
14. Other remarks	Financing applications should be handed in from the end of August, 2007 (apr.)

1. Number of project or measure	1.12. Public parking facilities
2. Development axe	1. Development of traffic, communal household infrastructure and environmental protection
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 4. General socio-economic development
4. Short description of the project	The need for new parking place is justified by two major reasons: the increase of the number of cars and the big number of tourists. Constructing the two new parking places has to be carried out in two segments. First, it is necessary to widen the existing parking places near flats. Second, it is necessary to build new parking places near hotels, and other accommodation places, for busses, too. Thirdly, offices and hospitals should have parking centers, too.
5. Possible location of the project	Heavy traffic zones, headquarters (ex., the region of the agro-alimentary market, the zone of Hotel Covasna, between street Elisabeta Covasna Stream).
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	professional commercial societies
8. Momentary state of projecting and executing	Non- initiated project
9. Estimated duration of finalization	1-2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	200 000 RON (for 200 parking places).
13. Possible external financial source	POR, P2 – Development of Local and Regional Traffic System , intervention domain nr. 2.1 – Rehabilitation and modernization of city and county road system – including the rehabilitation of roads and constructions.
14. Other remarks	

1.Number of project or measure	2.1. Attracting strategic investors for the city hotels
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	5. Local marketing
4. Short description of the project	In order to obtain extraordinary results in the domain of wellness, balnear tourism and accommodation services, it is very important that the future 3 and 4 star hotels would not be operated by state societies, public or cooperation institutions-communist heritage, but by strategic investors who buy these hotels for at least ten years. On the one hand there is a need to convince these investors to increase comfort level and the quality of the services and, on the other, hand, to prepare professional documentation in which they present the investment possibilities of different locations, greenfield or braunfield type.
5.Possible location of the project	Hotels Covasna, Căprioara, Cerbul, Bradul, Dacia, Montana, CARP but other greenfield locations, too like the entrance from Chiurus (bath place), the Zânelor Valley – Hanko Valley, etc.
6.Recommended coordinator of the project	LPA
7.Project to be executed by (recommended)	LPA in collaboration with the Local Council and other institutions in force
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2-3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	Documentation about the technical and legal state of the locations good for building 3 or 4 star hotels
12. Approximate estimated budget of the project	Changing, preparing the above presented documentation may be between 10 000 and 30 000 RON
13. Possible external financial source	-
14. Other remarks	For this project there is a serious need for politic support, that is, this project depends much on the will and collaboration of political forces on the local and county level.

1. Number of project or measure	2.2. Increasing the classification degree of certain curing hotels
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	Income may be increased in case one can bring other guests to the city whose money spending dispositions are better. These guests have higher standards regarding services and accommodation etc. In order to access this clientele strata the classification degree of some of the hotels need to be increased together with the better quality of services.
5. Possible location of the project	Hotel Covasna, Căprioara, Cerbul, Bradul, Dacia.
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	CS
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	3 – 5 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	Documentation about the technical and legal state of hotels. Technical project.
12. Approximate estimated budget of the project	Changing, preparing the documentation indicated above may cost between 40 000 and 50 000 RON, for the rehabilitation project of one hotel. Rehabilitation costs may vary between 2 and 5 million RON depending on the function and category of the hotel.
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	2.3. stimulating the creation of new types of accommodation, like villas
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	<p>Creating new accommodation possibilities is necessary since at the moment there are not enough accommodation places. The new construction will have to fit the traditional style of the construction. Villas are a segment very badly represented in the location. Villas the best style to preserve the style of a climacteric resort.</p> <p>Also, investments in the Karacsony Valley may be stimulated (new GUP): 3 or 4 star villas, see p 2.14.</p>
5. Possible location of the project	The outskirts of the city like for ex. Valley Stejarului Pávai, Valley Mestecăniș, Domokos, Valley Karacsony
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	E
8. Momentary state of projecting and executing	Non-initiated projects
9. Estimated duration of finalization	3 - 7 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Urbanization plan, city system plan
12. Approximate estimated budget of the project	20 000 – 25 000 RON
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	2.4. Founding project for a wellness and city pool
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development 5. Local marketing
4. Short description of the project	At the moment the inhabitants of the city do not have swimming possibilities and pool. Constructuing such a unit would solce this problem.
5. Possible location of the project	At the exit to Chiurus, after Gecse Valley.
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	E, CS, Professional commercial societies
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	20 - 40 000 000 RON
13. Possible external financial source	ROP, P5 – Durable Promotion and Development of the City , intervention domain 5.2., Creating, Developing and Modernizing Tourist Infrastructure for Valorizing Natural Resources and to Increase the Quality of Tourist Services.
14. Other remarks	The total value of the financed project is bwetween a minimum of 700.000 lei and a maximum of 85.000.000 lei (apr. 200.000 – 25.000.000 Euro)

1. Number of project or measure	2.5. Building restaurants, coffees and other spaces
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	Service mix is an important factor of determining the destination of a journey. Restaurants, coffees and other meeting units of spending free time are absolutely necessary in order to impress people during their stay.
5. Possible location of the project	The zone of market Libertății, Dózsa György Street, II Rákóczi Ferenc Street
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	CS
8. Momentary state of projecting and executing	Non- initiated project
9. Estimated duration of finalization	2 - 3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	Technical project.
12. Approximate estimated budget of the project	Projecting phase. Change depends on the surface of the place. Ex.: a restaurant of 100 m ² costs 12 000 RON.
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	2.6. coordination programs of treatment centers
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	-
4. Short description of the project	This project is focused on carrying out an ample analysis of all the existent balnear and medical services of the resort both at the level of balnear services and at the level of the cardiology hospital. Also, it is very important that the work of different units of treatment be synchronized. On basis of collaboration the cardiology hospital would respond for professional coordination of cardiology problems and in case of other types of treatments (rheum, gynecology disorders, etc.) other equipped units would coordinate.
5. Possible location of the project	Covasna
6. Recommended coordinator of the project	Cardiovascular Hospital Covasna
7. Project to be executed by (recommended)	Cardiovascular Hospital Covasna, CS, Balnear Clinique Covasna*
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Documenting the existent balnear and medical services of different units and of possible conflicting and overlapping situations.
12. Approximate estimated budget of the project	- (The analysis of the documentation may be carried out for a price between 15 000 – 30 000 RON).
13. Possible external financial source	-
14. Other remarks	*This clinic is presented at development axe 4, project 2.

1. Number of project or measure	2.7. Alleys for walking
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	A climacteric resort should have services which help the psychical regeneration of its guests. Such elements are alleys, walking tracks which are surrounded by trees, flowers and lots of green area. Tracks with different length may be built which would connects different units like parks, restaurants, public mineral water streams, the cultural center, tourist points, the hospital and bus station, etc.
5. Possible location of the project	Dózsa György Street
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	CS
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 – 2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	Changing on the basis of the size of the area, 80 RON / m ²
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	2.8. Info points
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development 5. Local marketing
4. Short description of the project	In order to visit the natural environment of the city and to facilitate relaxing it is advantageous if there are walking tracks build in the neighbourhood of valleys. In order to orient tourists info points situated in the more frequently and more important parts of the city are very important.
5. Possible location of the project	The city and the valleys surrounding it.
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	LPA, NGO, I
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	50 000 RON
13. Possible external financial source	ROP, P5 – Durable Promotion and Development of the city , intervention domain 5.2., Creating, Developing and Modernizing Tourist Infrastructure for Valorizing Natural Resources and to Increase the Quality of Tourist Services.
14. Other remarks	The total value of the project is between a minimum of 700.000 and a maximum of 85.000.000 lei (aprox. 200.000 – 25.000.000 Euro)

1. Number of project or measure	2.9. tourist information center and center for organizing social and cultural events
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	5. Local marketing
4. Short description of the project	It is absolutely important that a tourist information office functions in a resort, with central location and two major functions: it offers information about accommodation possibilities, treatment services, transport, it makes recommendation for the tourists and has a department which organizes cultural and artistic programs two times a month. Also, this department could also function as representing the resort on the market, would take part in creating the symbol and communication system of the city.
5. Possible location of the project	In front of hotel Covasna, already existent building
6. Recommended coordinator of the project	APL
7. Project to be executed by (recommended)	APL
8. Momentary state of projecting and executing	A marketing study written by INCDT (2007), in which this investment is mentioned, too.
9. Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST and MT
11. Necessary documents for execution	Feasibility study, technical project
12. Approximate estimated budget of the project	Investing budget: between 100 000 and 200 000 RON Operative budget: between 240 000 and 360 000 RON (including the organizing process of monthly cultural and artistic programs.
13. Possible external financial source	ROP, P5 – Durable Promotion and Development of the city , intervention domain 5.2., Creating, Developing and Modernizing Tourist Infrastructure for Valorizing Natural Resources and to Increase the Quality of Tourist Services.
14. Other remarks	The total value of the project is between a minimum of 700.000 and a maximum of 85.000.000 lei (apr. 200.000 – 25.000.000 Euro)

1. Number of project or measure	2.10. Museum of mineral waters
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	<p>Covasna is known as the 'city of mineral waters'. However, there is no place where the history of mineral waters is exhibited. Founding a museum in which the industry and history of making mineral waters is presented would solve this problem.</p> <p>The museum would include the whole area of the Braşovului Basin. The museum would contribute to making the people conscious of the importance of preserving the natural environment. The museum could offer interactive programs, and would make possible the communication between students, teachers and the professionals of the field. Programs focused on the rehabilitation methods of mineral waters could be organized.</p> <p>The museum could contribute to the tourist programs of the resort not only by exposition but by organizing visit tours to the mineral water factory, too.</p>
5. Possible location of the project	The present cultural center
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	CS, NGO
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 – 2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	150 000 RON
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	2.11. Bowling field
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	Distraction possibilities should be as diverse as possible. Bowling is a very popular sport and has its tradition in the region. A bowling field would mean distraction possibility for all generations. The building of a bowling field is projected, automatic, with 2 to 6 units, a bar and waiting place at the end of each unit.
5. Possible location of the project	Near the wellness bath, see P 2.4.
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	CS
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 – 2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	120 000 – 600 000 RON on the basis of the number of play units (2 – 10)
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	2.12. Mountain bike range
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	5. Local marketing
4. Short description of the project	<p>Extreme and active sports are very fashionable today, mainly in case of the young generation. Arranging mountain bike traces in the nearby mountains and valleys would attract sportsmen. More ranges should be arranged, with different difficulty degree, different lengths, with indicators, resting points, around the city.</p> <p>The ranges could be grouped in two categories:</p> <ul style="list-style-type: none"> • For free time cycling, not that hard, with resting places, streams, for a few hours trip. • For extreme cycling, more arduous, where no natural ecosystems could be destroyed.
5. Possible location of the project	Zânelor Valley, Hanco valley, Karacsony Valley
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	NGO, CS, Professional commercial societies
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST, MT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	150 000 RON/km
13. Possible external financial source	ROP, P5 – Durable Promotion and Development of the city , intervention domain 5.2., Creating, Developing and Modernizing Tourist Infrastructure for Valorizing Natural Resources and to Increase the Quality of Tourist Services.
14. Other remarks	The total value of the project is between a minimum of 700.000 and a maximum of 85.000.000 lei (aprox. 200.000 – 25.000.000 Euro)

1. Number of project or measure	2.13. City bike range
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	5. Local marketing
4. Short description of the project	Non- polluting traffic is very much encouraged by the EU. City bike ranges would create a possibility for non-pollutant traffic. It would decrease car traffic, would contribute to a more harmonious life style, with less noise and smog pollution.
5. Possible location of the project	The streets of the city, ex: Ștefan Cel Mare, Dózsa György, Libertății, Elisabeta, Petőfi Sándor, Școlii etc.
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	LPA, NGO, I
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2 – 3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	240 000 RON/km
13. Possible external financial source	ROP, P2 – „Developing Local and Regional Transport Infrastructure” , Intervention domain nr. 2.1 – Rehabilitation and modernization of city and county road system – including the rehabilitation of roads and constructions.
14. Other remarks	

1. Number of project or measure	2.14. Ski track in the Valley of Karácsony, and tourist development of this valley
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development 5. Local marketing
4. Short description of the project	The role of Karácsony Valley is to bring closer a place where one can ski and practice other winter sports. This would mean that the tourist could ski in the nearby and would not have to go to the nearest ski track, 20 km, in Comandău. Also, 5 to 10 villas could be built here, with two floors and each having apartments with 2 or 3 rooms, on a territory of 2 to 4 ha and which function as a single administrative unit.
5. Possible location of the project	Karácsony Valley
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I, NGO
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 – 2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	ZUP, Technical project
12. Approximate estimated budget of the project	Track: 1 000 000 - 1 200 000 RON Villas: 300 000 – 500 000 RON Utilities, road: 1-2 000 000 RON
13. Possible external financial source	POR, P5 –Durable Development and Promotion of Tourism, intervention domain 5.2., Creating, Developing and Modernizing Tourist Infrastructure for Valorizing Natural Resources and to Increase the Quality of Tourist Services.
14. Other remarks	The total value of the project is between a minimum of 700.000 and a maximum of 85.000.000 lei (apr. 200.000 – 25.000.000 Euro)

1. Number of project or measure	2.15. Re-building Árpád bath in the traditional style
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development 5. Local marketing
4. Short description of the project	It is necessary to have a traditional folk bath that mirrors the old style of mineral water baths through forms, materials and symbols of the Austro-Hungarian monarchy. These baths would have a few pools with mineral water, resting place, tables and chairs and a pavilion. Materials used: wood, rock and other natural materials. Its message would be more cultural than distractive
5. Possible location of the project	Árpád Bath from Rákóczi Street
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	Ars Topia Foundation build many baths of this style, or non-profit organizations.
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Technical project and documentation of the mineral waters of the bath; descriptions of old baths of the resort.
12. Approximate estimated budget of the project	20 000 – 30 000 RON
13. Possible external financial source	-
14. Other remarks	If would be less expensive in case the local population would be involved in the rehabilitation process: voluntary work in the summertime, camps with free accommodation and food as payment for their work.

1. Number of project or measure	2.16. Urbanization plan of the Valley of Hankó
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	The first step of tourist development of the zone is to prepare Zonal Urbanization Plan (ZUP). By exact projecting of the city system, of regulating the field from the point of view of valorizing and construction, we open the way for tourist investments and residencies of Hankó Valley.
5. Possible location of the project	Hankó Valley
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I, NGO
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 – 2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	GUP
12. Approximate estimated budget of the project	20 000 – 25 000 RON
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	2.17. Developing the memorial house of Kőrösi Csoma Sándor in Chiuruș
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	Developing a memorial house includes: re-arranging the building, reorganizing and extending the number of exposed objects, more detailed explanations of objects, new exposition topics, re-arranging the yard.
5. Possible location of the project	Chiuruș village
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	NGO
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 – 2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	200 000 RON
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	2.18. Developing rural tourism in Chiuruș
2. Development axe	2. Development of balnear tourism
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	Rural tourism development takes place on two axis: infrastructure and attraction points. The following measures need to be taken: 10 to 15 houses/accommodation units need to be classified as rural pensions with a minimum of 2 to 3 rooms for rent (with bath if possible), and a social place, pavilion and yard for the tourist of the unit where they can meet and chat. Also, some local attraction activity should be made available like a type of folk activity: collecting fruits, carpenter etc., journeys to the nearby villages like Comandău, Zagon, Zăbala.
5. Possible location of the project	Chiuruș Village
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	Entrepreneurs from Chiuruș and Covasna, NGO
8. Momentary state of projecting and executing	Initiated project
9. Estimated duration of finalization	2 – 3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Feasibility study, market study, rural development study
12. Approximate estimated budget of the project	Changing; the investments for a new pension are between 20 000 RON and 200 000 RON, or more. Many programs do not dispose of investment budgets and necessitate only initiation and creativity.
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	3.1. developing tourism education in the city: waters, cooks, receptionists, maidens
2. Development axe	1. Development of human resources
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development 5. Local marketing
4. Short description of the project	Serving clients in a proper way is possible only with trained personnel. The existent education units should be able to train this segment by training or re-training the available human resources.
5. Possible location of the project	Education units of the city.
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	NME, LPA, I, CS
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year, continuous
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	Study of need of human resources carried out in hotels, accommodation units and restaurants.
12. Approximate estimated budget of the project	10 000 RON
13. Possible external financial source	POS Human Resources Development– P3 Increasing the adaptability of human resources and companies
14. Other remarks	

1. Number of project or measure	3.2. Training and perfection program of medical staff in balneology and cardiology
2. Development axe	Development of human resources
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development 5. Local marketing
4. Short description of the project	Proper functioning of hospitals and wellness centers is possible only with professional personnel. Both the present and the future personnel should have access to professional trainings on the local or on the national level.
5. Possible location of the project	Covasna or other professional training centers of the country
6. Recommended coordinator of the project	Cardiology Hospital
7. Project to be executed by (recommended)	NME, I, CS
8. Momentary state of projecting and executing	Initiated project
9. Estimated duration of finalization	1 -2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Study of need of human resources carried out in treatment centers and hospitals
12. Approximate estimated budget of the project	Depending on the number of persons subscribed for training
13. Possible external financial source	POS Human Resources Development– P3 Increasing the adaptability of human resources and companies
14. Other remarks	

1. Number of project or measure	3.3. Insuring advantages for doctors, assistants, nutritionist and other specialist of the health domain who move into the city (price reduction for certain services, free accommodation).
2. Development axe	3. Development of human resources
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development 5. Local marketing
4. Short description of the project	There are many ways in which benefits and advantages could be offered to the specialists (doctors, nutritionists, health counselors, assistants) who move into the city. For this it is necessary to carry out a periodic research of the human resource needs of several treatment and medical units and to modernize this market in every two years. Types of benefits: tax reduction, occasional prices, free accommodation place.
5. Possible location of the project	Covasna
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	LPA, CS, Cardiology Hospital, communal contribution.
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	Urgent, periodic from 2 to 2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Study of need of human resources carried out in treatment centers and hospitals
12. Approximate estimated budget of the project	Depending on the advantages offered
13. Possible external financial source	Central budget, for accommodation LPA
14. Other remarks	

1. Number of project or measure	3.4. Re-qualification of labor force of domains like wood cutting and exploitation
2. Development axe	3. Development of human resources
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development 5. Local marketing
4. Short description of the project	By the development of tourism new work possibilities will appear for the employees of others sectors, too. Their retraining can be solved in the existing education centers or the ones that will be founded in the future.
5. Possible location of the project	Covasna, existing education centers.
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	LPA, County Human Resources Agency I, E, CS, NGO
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Study of need of human resources carried out in companies
12. Approximate estimated budget of the project	Depending on the number of persons subscribed for training
13. Possible external financial source	POS Human Resources Development– P2 Communication between education and human resources development
14. Other remarks	

1. Number of project or measure	3.5. Efficient usage of the working terrain used for wood manufacturing
2. Development axe	3. Development of human resources
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	There is a wood processing center administered by a school in a very inefficient way. There is a need for an investor who would start wood processing again by involving the students in the working process and would train them and would pay for the school for renting the equipments. In this way the education fee of the students could be lowered. This would contribute to increasing the qualification of local human resources, it would insure the efficient use of the center, it would bring some income for the school. Some little souvenir could be sold for tourists like little lamps, tables.
5. Possible location of the project	Workshop center of Kőrösi Csoma Sándor vocational school
6. Recommended coordinator of the project	Kőrösi Csoma Sándor School
7. Project to be executed by (recommended)	CS, external investor in collaboration with the school
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year for launching
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	Business plan
12. Approximate estimated budget of the project	Budget for start 10 000 RON, for the entrepreneur who launches the project
13. Possible external financial source	-
14. Other remarks	-

1. Number of project or measure	3.6. Preparing qualified workers for the textile industry
2. Development axe	3. Development of human resources
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	Developing the traditional industries (textile industry) would increase human labor need. Preparing the workers could be carried out in two ways: education, re-training the personnel working in other industrial units
5. Possible location of the project	Covasna, existent educational centers, centers with educational profile.
6. Recommended coordinator of the project	NME, LPA
7. Project to be executed by (recommended)	NME, I, E
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Study of need of human resources carried out in textile industry companies
12. Approximate estimated budget of the project	Depending on the number of persons subscribed for training
13. Possible external financial source	POS Human Resources Development– P2 Communication between education and human resources development
14. Other remarks	

1. Number of project or measure	4.1. Increasing the quality of medical services (drinking cures, hot bath, medical gymnastics, homeopathy, consulting specialist)
2. Development axe	4. General socio-economic development
3. 507. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism
4. Short description of the project	Both for local people and for the tourist it is necessary that medical services are of a high quality, diverse and very professional. Diversity of services for the local people can be carried out by creating new services, new private medical facilities and for the tourists by creating alternative facilities like drinking cures, hot bath, ayurveda, fango, medical gymnastics, homeopathy, medical consultancy.
5. Possible location of the project	Treatment centers, hospitals, private medical centers
6. Recommended coordinator of the project	City and Cardiovascular Hospital
7. Project to be executed by (recommended)	City and Cardiovascular Hospital, treatment centers
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	
11. Necessary documents for execution	
12. Approximate estimated budget of the project	
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	4.2. City clinic which will coordinate the communication between the cardiology hospital, treatment centers and the city hospital
2. Development axe	4. General socio-economic development
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 3. Development of human resources
4. Short description of the project	At the moment there is not one clinic in the city where ambulance functions. It's necessary to found such a clinic, where local people with minor diseases can be treated. Also, the clinic would have the role of coordinating all the treatment centers, the city hospital and would assume responsibility for all the patients of the city who come to for medical or balnear treatment. In addition, it could coordinate the types of treatments of different medical and tourist unit son the basis of common agreement. (see P 2.6.).
5. Possible location of the project	In the center or in the central zone, in an estate 2000-3000 m ² , with parking possibility
6. Recommended coordinator of the project	LPA, Cardiology Hospital, City Hospital
7. Project to be executed by (recommended)	MH
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT and ST
11. Necessary documents for execution	SF, technical project
12. Approximate estimated budget of the project	8-10 000 000 RON
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	4.3. Attracting investors in the textile and alimentation industry, mainly for meat processing
2. Development axe	4. General socio-economic development
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	The program includes editing a booklet/brochure which would contain information related to the juridical land technical state of the field offered for investment and electricity, gas etc facilities. In case of irregularities related to the field the problems need to be solved and the absent facilities need to be arranged. For the meat factory conditions as set in the EU regulation need to be created; the ideal zone would be the zone of the station.
5. Possible location of the project	The old building of the textile factory, the zone of the railway station
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	LPA, Professional commercial societies
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 – 2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Feasibility study, technical project, info booklet
12. Approximate estimated budget of the project	6 000 RON for the brochure, 80 000 for the projecting phase
13. Possible external financial source	-
14. Other remarks	

1.Number of project or measure	4.4. project of re-launching the dioxide carbon factory
2.Development axe	4. General socio-economic development
3.Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 3. Development of human resources
4.Short description of the project	Covasna is famous for its natural resources and its mineral waters. Since it is rich in gas emanations, mainly dioxide carbon, this is a very good profit possibility. The factory may be used as tourist attraction, too. It is necessary to attract an investor.
5.Possible location of the project	Dioxide carbon factory
6.Recommended coordinator of the project	LPA
7.Project to be executed by (recommended)	E
8.Momentary state of projecting and executing	Non-initiated project
9.Estimated duration of finalization	1 – 2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Feasibility study, technical project
12. Approximate estimated budget of the project	Projecting phase (SF): 35 000 RON
13. Possible external financial source	
14. Other remarks	

1.Number of project or measure	4.5. attracting companies engaged in construction material processing
2.Development axe	4. General socio-economic development
3.Other development axe to which it contributes in case of finalization	
4.Short description of the project	In the following few years duet o constructing hotels, other accommodation places and infrastructural development there will be an increased demand for construction materials. At the moment these materials are brought to Covasna from other cities. A huge construction material deposit would solev this program and, in the same time, it would have major role in commercialising wood and wooden products.
5.Possible location of the project	The zone of the station CFR.
6.Recommended coordinator of the project	LPA
7.Project to be executed by (recommended)	E
8.Momentary state of projecting and executing	Non-initiated project
9.Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Feasibility study, technical project
12. Approximate estimated budget of the project	Projecting phase (SF): 30 000 RON
13. Possible external financial source	
14. Other remarks	

1.Number of project or measure	4.6. Population information office
2.Development axe	4. General socio-economic development
3.Other development axe to which it contributes in case of finalization	5. Local marketing
4.Short description of the project	<p>Increase of life standards supposes well informed, transparent population and accessible private and public services. In Romania people are generally not well informed, the informing system does not work, people do not know about the new regulations, laws, urban, administrative, medical and other services. A new department should be founded within the Mayor's Office to offer these informing facilities, to answer all the questions related to work and results and the objectives of local administration.</p> <p>This project would contribute to project „the marketing of the locality” since the good image of the locality presupposes proper internal communication.</p>
5.Possible location of the project	Covasna Mayor's Office
6.Recommended coordinator of the project	LPA
7.Project to be executed by (recommended)	LPA
8.Momentary state of projecting and executing	Non-initiated project
9.Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	Concrete objectives
12. Approximate estimated budget of the project	120 000 RON/year
13. Possible external financial source	-
14. Other remarks	

1.Number of project or measure	4.7. New green areas in all parts of the city
2.Development axe	4. General socio-economic development
3.Other development axe to which it contributes in case of finalization	2. Development of balnear tourism
4.Short description of the project	In Romania all the cities have problems regarding the green area surface per inhabitant and Covasna is not an exception. The EU proposes 26 m ² /inhabitant. Green areas include little parks or green surface in different parts of the city or beside pavements and roads. It is possible to create parks with flowers and trees all around. Green areas have two functions: one the one hand they decrease noise and smog pollution and on the other hand they make the view more pleasant.
5.Possible location of the project	This project should include the entire city, mainly the streets of the central zone Dózsa György, Petőfi Sándor, II. Rákóczi Ferenc, Mihai Eminescu, Ștefan cel Mare etc.
6.Recommended coordinator of the project	LPA
7.Project to be executed by (recommended)	P, NGO, E
8.Momentary state of projecting and executing	Non-initiated project
9.Estimated duration of finalization	2-3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Technical project
12. Approximate estimated budget of the project	Changes on the basis of the surface used: 20 RON/mp
13. Possible external financial source	Governmental financial support
14. Other remarks	

1.Number of project or measure	4.8. City center arrangement programs
2.Development axe	4. General socio-economic development
3.Other development axe to which it contributes in case of finalization	5. Local marketing 2. Development of balnear tourism
4.Short description of the project	<p>In an urban development the aspect of the center of the city is very important. The priority of the project is to give a new aspect to the center of the city without major interventions but in a way to meliorate the disadvantageous image of the huge concrete blocks of the existent buildings. One single demolition is necessary, that of Hotel Cerbul which from the point of view of the environment is very unpleasant and it destroys the view and it is dangerous because of its technical state.</p> <p>Also, it would be necessary to build some new units on the shores of Stream Covasna in the part between street Libertății and 1. Decembrie 1918 like coffees, shops and tourist information units. Some new bridges could be built, too.</p> <p>In addition, it is necessary to paint the buildings, to create some new green areas, with lots of trees, to install underground, to bring some statues and artistic units. This new image would be promotion possibility of the city on the tourist market.</p>
5.Possible location of the project	The center of Covasna.
6.Recommended coordinator of the project	LPA, architectural office, private sector
7.Project to be executed by (recommended)	Professional commercial societies (architectural, constructions and CS Electrica).
8.Momentary state of projecting and executing	Non-initiated project
9.Estimated duration of finalization	2-3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	SF, technical project EIA
12. Approximate estimated budget of the project	15-25 000 000 RON
13. Possible external financial source	POR, P1 – „Durable Development of Cities”
14. Other remarks	

1.Number of project or measure	4.9. reconstructing the streets, roads and the pavements, of the city
2.Development axe	4. General socio-economic development
3.Other development axe to which it contributes in case of finalization	
4.Short description of the project	The conditions of organizing properly the traffic are, among others, good road system and its relation to the entrance and exit roads of the city. In case of a more intense traffic problems will appear. In order to avoid this it is necessary to enlarge streets and to build adequate parking places. But before starting the modernization of the road system it is recommended to finalize the water, canalization etc. development works that are underground. Parallel to modernizing the road system pavements should also be re-built and new should be built, too.
5.Possible location of the project	The territory of the city
6.Recommended coordinator of the project	LPA
7.Project to be executed by (recommended)	I, E
8.Momentary state of projecting and executing	Initiated project, there is already a feasibility study for street Ștefan cel Mare, and it will probably be supported by EU funds, too.
9.Estimated duration of finalization	3-5 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	SF, Technical project
12. Approximate estimated budget of the project	Changes depending on type and function of construction (pavement, total reconstruction, etc.) 80 – 800 RON/m ²
13. Possible external financial source	
14. Other remarks	

1.Number of project or measure	4.10. creating cultural programs for the population
2.Development axe	4. General socio-economic development
3.Other development axe to which it contributes in case of finalization	2. Development of balnear tourism
4.Short description of the project	Cultural programs may be supported in two ways: the local council offers financial support by competition. The following programs could be organized: music pavilion, photo expositions, winter festival, folk dance festival, children's day, body painting, mineral water days etc.
5.Possible location of the project	Cultural center, ski track, central market, central parc
6.Recommended coordinator of the project	LPA
7.Project to be executed by (recommended)	LPA, NGO
8.Momentary state of projecting and executing	Non-initiated project
9.Estimated duration of finalization	1 year, continuous
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Competition documentation
12. Approximate estimated budget of the project	35 000 RON for competitions, 150 000 RON for the programs organized
13. Possible external financial source	Foundations: Szülőföld, Communitas, Covasna Local Council
14. Other remarks	

1.Number of project or measure	4.11. creating a space for shows
2.Development axe	4. General socio-economic development
3.Other development axe to which it contributes in case of finalization	
4.Short description of the project	At the moment the city does not have space for organizing a program with two hundred person, and the city cultural center is not favorable for such program either. Constructing a hall for 100-150 persons is absolutely necessary.
5.Possible location of the project	The cultural center projected in the center of the town, at the moment it is being reconstructed to function as a 4 star hotel
6.Recommended coordinator of the project	LPA
7.Project to be executed by (recommended)	The society leased the building and decided to transform it into a 4 star hotel
8.Momentary state of projecting and executing	Project in progress, by 2008 it is projected to be finalized
9.Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	SF, technical project
12. Approximate estimated budget of the project	
13. Possible external financial source	
14. Other remarks	In the projected cultural center used as hotel there will be a performance hall with 200 places

1.Number of project or measure	4.12. Public toilet in the center
2.Development axe	4. General socio-economic development
3.Other development axe to which it contributes in case of finalization	2. Development of balnear tourism
4.Short description of the project	It is necessary to build a public toilet in the center, closet to the walking traces and central units (see P 2.7.).
5.Possible location of the project	In a flat or a shop with separate entrance from the street (P-ța Libertății).
6.Recommended coordinator of the project	LPA
7.Project to be executed by (recommended)	Professional commercial society
8.Momentary state of projecting and executing	Non-initiated project
9.Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST and MT
11. Necessary documents for execution	SF, technical project
12. Approximate estimated budget of the project	100 000 – 200 000 RON
13. Possible external financial source	-
14. Other remarks	

1. Number of project or measure	5.1. Preparing the marketing plan of the location
2. Development axe	5. Local marketing
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 4. General socio-economic development
4. Short description of the project	At the moment Covasna is not well represented on the tourism market. That is, it does not have well defined image on the market, it is not well differentiated in comparison with other balnear resorts. As such, it is necessary to prepare a well structures marketing with concrete programs and outgo which, after introducing and renovating certain elements like distraction baths, new hotels would re-profile the mental image of the resort both on the internal and external market. This plan should include conception elements like symbols, for ex., an image, perceptiveal issues, the analysis of rivals on the target market and the tools which will support the change of image (PR, communication possibilities, web page, programs, etc.)
5. Possible location of the project	Covasna
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	Professional commercial society
8. Momentary state of projecting and executing	Initiated project: in 2007 a marketing study was written by INCDT, which contours some of the above mentioned aspects but which will have to be further elaborated in the future.
9. Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Market study of Covasna's image
12. Approximate estimated budget of the project	30 000 – 40 000 RON (without market study)
13. Possible external financial source	-
14. Other remarks	

1. Number of project or measure	5.2. axing on one specific characteristic
2. Development axe	5. Local marketing
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	<p>Both on the level of the development of tourist products and on the level of communication those characteristics which are specific to Covasna will have to be emphasized.</p> <p>These characteristics (mofettes, mineral waters, specific treatment services) will constitute the communication axe of the city, will be mentioned in each and every tourist or promotional material from the web page to tourist information points and centers. The distinctive strength of Covasna could be its competence of healing cardiology disorders.</p>
5. Possible location of the project	
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I, CS
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	3-5 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	Analysis of all the existent services of different treatment units and of the existent image of Covasna as conceives by the population of Romania. Market studies.
12. Approximate estimated budget of the project	50 000 – 60 000 RON
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	5.3. Elaborating the symbol system of Covasna
2. Development axe	5. Local marketing
3. Other development axe to which it contributes in case of finalization	
4. Short description of the project	<p>Elaborating a symbol system which has the strength to represent Covasna. The most appropriate symbol would be a logo with the form of a hearth since: Covasna is the geographical center of the county so it can be considered to be the hearth of the country;</p> <p>It is famous for treating cardiology disorders so the name 'city of hearts' is appropriate since the hearth is the motor of the organism and as such Covasna may be called the motor of healing and preventing cardiology disorders.</p> <p>Other possible symbols: Balta Dracului, mofettes, Planul Inclinat and the little railway.</p> <p>A graphic representation of the symbol –logo– should be created and should be sent to all the units in interest.</p> <p>Only in case all units use the symbol will this be effective.</p>
5. Possible location of the project	Covasna.
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I, CS
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	
12. Approximate estimated budget of the project	10 000 – 20 000 RON
13. Possible external financial source	
14. Other remarks	

1. Number of project or measure	5.4. External communication programs
2. Development axe	5. Local marketing
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 4. General socio-economic development
4. Short description of the project	Based on the local marketing, external communication should facilitate sending the messages conceived to the target markets. Programs: TV ads, brochures and books about the locality, presentation portfolios, local publications, sejours organized for the pressmen of the filed. Naturally, the target market includes not only those interested in tourism but investors and the population who looks for secondary residence, too. These layers need special communication tools (newspaper, magazines, letters).
5. Possible location of the project	Romania, neighboring countries
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	Professional commercial society: design and advertising.
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	2 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT (after launching the first development projects and the elaboration of marketing plans).
11. Necessary documents for execution	Marketing plan
12. Approximate estimated budget of the project	3 000 000 – 6 000 000 RON
13. Possible external financial source	ROP Axa 5 Durable Development and Promoting Tourism 5.3 Promoting Tourism Potential and Creating the necessary Infrastructure for Making Romania Attractive as Tourist Destination
14. Other remarks	

1. Number of project or measure	5.5. Program for communication with the local population
2. Development axe	5. Local marketing
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	It is necessary to organize forum son the regular basis between the residential population and the local administration forces at least once a year. Besides this it is necessary to design a well structured web page with relevant information, an e-mail address where the residential and all the population who is interested can express their opinion and can ask questions and answers are given in 2 or 3 days. Partnership between the local authorities, civil societies, NGOs, art centers, religious organizations should be instituted in order to initiate activities with a socio-philanthropic character.
5. Possible location of the project	In the building of the Mayor's Office, performance halls.
6. Recommended coordinator of the project	PAL
7. Project to be executed by (recommended)	LPA
8. Momentary state of projecting and executing	Non-initiated project
9. Estimated duration of finalization	1 year, continuous operation
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST and MT
11. Necessary documents for execution	Concrete objectives
12. Approximate estimated budget of the project	10 000 RON/year for different forums and meetings of the local population and the administration representatives, entrepreneurs and civil societies.
13. Possible external financial source	-
14. Other remarks	

1. Number of project or measure	5.6. The functioning of monitor programs
2. Development axe	5. Local marketing
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development
4. Short description of the project	<p>It is very important to implement the strategy. A monitoring system is necessary for the exact quantification of the results of the development, for the implementation of the strategy and for reaching the targeted objectives.</p> <p>This would analyze the implementation of specific and strategic objectives on the basis of pre-set indicators.</p> <p>In chapter 4.3. we present the main aspects of a monitoring system which will have to be operated in the short, medium or long term so as to insure an efficient implementation of the strategy by administrative measures and investments in the proposed objectives.</p>
5. Possible location of the project	Covasna
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	LPA, AQUAPROFIT Consulting CS
8. Momentary state of projecting and executing	Initiated project, the strategy is being elaborated, the main steps of the monitoring system is already conceived.
9. Estimated duration of finalization	Continuous in the following 15 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT and LT
11. Necessary documents for execution	Long Term Development Strategy of Covasna Resort
12. Approximate estimated budget of the project	20 000 – 40 000 RON
13. Possible external financial source	-
14. Other remarks	

1. Number of project or measure	5.7. Rehabilitation of a building-symbol of the city but mainly, the rehabilitation of Planului Înclinat and of the spunky railway to Comandău
2. Development axe	5. Local marketing
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism 1. Development of traffic, communal household infrastructure and environmental protection
4. Short description of the project	Preserving the symbolic buildings of the locality is very important for the image of the city. The role of these buildings is even more relevant in case these building are of national importance, unique monuments in the county or in Europe. Planul înclinat and the spunky railway are such tourist symbols and can be used as transport utilities, too.
5. Possible location of the project	Planului Înclinat and the spunky railway to Comandău
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	I, CS
8. Momentary state of projecting and executing	Initiated project
9. Estimated duration of finalization	3 – 5 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST and MT
11. Necessary documents for execution	Feasibility study
12. Approximate estimated budget of the project	Projecting phase: 60 000 RON
13. Possible external financial source	
14. Other remarks	Expropriation of the spunky railway and of Planului Înclinat has started in the local council.

1. Number of project or measure	5.8. Conceiving a systematization program with brotherhood cities and other resorts of the country
2. Development axe	5. Local marketing
3. Other development axe to which it contributes in case of finalization	2. Development of balnear tourism
4. Short description of the project	<p>Extraordinary PR and promoting through diplomatic and economic relation could be created with other cities of the cities and countries. On the one hand the cities of Seklerland could be connected so as to obtain better financial basis for advertisement.</p> <p>On the other hand there is a need for a national organization of resorts and tourist societies which would insure an effective lobby and professional basis from internal budgetary sources through internal regulation, through supplementary qualification of its employees, through change of information, experiences, investors and consultants.</p> <p>In addition, relation with brotherhood cities could be intensified (Hungary and other countries).</p> <p>The role of this would be to attract the first tourists and as such to promote the resort; they would bring professional relations.</p>
5. Possible location of the project	Covasna
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	LPA
8. Momentary state of projecting and executing	Initiated project through brotherhood cities and other balnear resorts of the country, but without a precise objective.
9. Estimated duration of finalization	Continuous
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	MT
11. Necessary documents for execution	- (marketing plan)
12. Approximate estimated budget of the project	-
13. Possible external financial source	-
14. Other remarks	

1. Number of project or measure	5.9. Re-launching diplomatic and politic relations of local, central and county administration
2. Development axe	5. Local marketing
3. Other development axe to which it contributes in case of finalization	4. General socio-economic development 1. Development of traffic, communal household infrastructure and environmental protection
4. Short description of the project	For excellent results it is necessary for the local and county administration to find new relations and common interests. This is necessary for successful information change (vital in the development period), for the co-financed projects, for association and developments on the regional level (education, agriculture, re-qualification) and for allocating budget from the central budget. A responsible person should be allocated from the local council or the local administration center to initiate meetings between the two.
5. Possible location of the project	Covasna
6. Recommended coordinator of the project	LPA
7. Project to be executed by (recommended)	LPA
8. Momentary state of projecting and executing	Non-initiated measure
9. Estimated duration of finalization	2-3 years
10. Limit proposed for initiation on the basis of importance (in case it is not already initiated or it is suspended)	ST
11. Necessary documents for execution	-
12. Approximate estimated budget of the project	No concrete spending
13. Possible external financial source	-
14. Other remarks	

4.3. Aspects of Implementation and Monitoring

Implementing the long term development strategy of Covasna presupposes that those interested in the dialog respect the transparency, training, publicity and consequence principles in the decision process of local public administration forces. The Mayor's Office and the Local Council are coordinating factors in the elaboration but mainly in the implementation process of the strategy and of its objectives. The present document is meant to contribute to the increase of the administrative capacity by pressuring decisive factors to actively participate in solving the problems of the locality, in finding the best solution to solve these problems and in finding modalities to attract financing forces for the investments of the socio-economic development process. The development strategy could framework the decisions referring to preparing and allocating the resources of the local budget, mainly in case of insuring private contributions regarding the projects in demand of financial support at ROP (Regional Operative Program) or it could serve as basis for the arguments given for the central public administration organs referring to the governmental development programs.

As we have already underlines in chapter 3.3. *Strategic System of the Objectives, Axes and Development Measures for Covasna City*, the present strategic document will be able to fulfill its role only in case it is studied, discussed, understood and permitted to be implemented by the Local Council and during the implementation it is monitored either by the professional of the Mayor's Office or by evaluation experts and the ***periodic reports*** of whom will facilitate the administrative process to be in concordance with the strategy adopted.

Figure 3.3.1. The Model of Hierarchy of Objectives in chapter 3.3. indicates that the **general objectives** of the strategic program will be fulfilled through implementing the **specific objectives** that was specifically designed for each development axes and through the synergy effect of them (see figure 3.3.2., too). The development axes will be implemented through generating, elaborating and implementing a group of concrete

projects, being grouped under the measures presented before and which also have their own **operative objectives**.

As it is indicated in chapter 3.3 (about the hierarchical system and the integration of projects, measures on the basis of development axes and strategic objectives and about the 5 development axes) this development project is not about the local public administration to implement all these projects. In contrast, we suggest the local administration forces to take an initiator position and to involve a head of the projects both from the local community (representatives of the local socio-economic life) and from other regions by attracting foreign investors. However, the implementation of these projects and, through this, the implementation of development axes, presupposes a significant financial contribution for which the financial units offered by the Structural Funds of the EU, by the operational programs – mainly the Regional Operational Program, which was especially meant to support local and regional development efforts – can not be neglected. In order to support the chances of positive respond to the financial demands projects handed in to the Intermediary Organism of ROP within the frame of Major Intervention Domains of Priority Axes, it is recommended that the hosts of the project and the the arms responsible with promoting the projects ideas presented in the development strategy get hold of the strategic integrative vision of Covasna. This promoting arm should be the local administration authority.

In order to be able to follow the implementation of the strategy, a local monitoring system should be crated that is adapted to the types of interventions of development measures and axes. The easiest way of monitoring is to prepare periodic reports (annual, in every two years) on the evolution stage of the efforts of the projects and to characterize the momentary situation both from the quantitative and qualitative points of view. For the quantification of the evolution it is recommended to prepare a system of specific indicators that would fit the hierarchy system presented in chapter 3.3. Indicators may be of several types, like input, output, result and effect. The value of these will indicate the **modality** of how well the projects serve not only its own operational objectives but the general and specific ones of the development axes, too. Value indicators can be expressed by different

measure units on the basis of the measures proposed. For ex., in case of axe nr. 1 referring to the development of traffic, communal waste system and environmental protection, based on the operative objective of *developing the canalization system* the input indicator refers to the sum of money spent in this program; the output indicator refers to the length of the canalization system expressed in meters and the number of houses connected to the canalization system. The result indicator refers to the reduction degree of the level of water pollution (with x m³ of waste water). The effect indicator could refer to the increase of satisfaction grade of the quality of the environment of the city which contributes both to the environmental protection on the county, regional and national level and the increase of the attractivity level of the city for the inhabitants, the investors and for the tourists of the city.

Another important think for the monitoring system to function is that besides the measure units it is necessary to follow the outcome of the processes by data collection (data base), by evaluation and analyses, by research and by periodic studies on the basis of which **monitoring reports** can be written. At the moment there are no such systems, not even on the regional level, but a whole list of questions may be formulated related to the objectives of the different levels (general, specific, operative, at the strategy level, development axe, measure). On the basis of the models presented in the strategic programmatic documents as the Implementation Frame Document and the ROP for 2007 – 2013, tables may be prepared with quantified and indicator objectives. In case of ROP these are elaborated on the basis of priority axes which indicate output indicators and result indicators. Since this document refers to a monitoring system of the national or regional level, on the local level there might be difficulties in interpreting the model. However, on analogical base, it is possible to formulate indicators on the basis of the **operative objectives** of the development axes. In chapter 3.3., even those programs, concrete measures and types of actions are presented which could serve as output indicators (number of elaborated projects and its ponderability) for a respective development axe.

Taking into consideration the structure of the professional commission of the local council and the professional compartments of the Mayor's Office it would be good to found a local monitoring committee for the development strategy of the city which would meet on

the periodic basis and would follow whether the investment agents enter the recommendation frame of the strategy and whether they respect or not the regulation of the General Urban Plan. On the other hand it should ascertain whether the efforts made in order to promote the ideas of the project were efficient or not. All the appreciations and remarks should be documented in minutes on the basis of which professionals of the Mayor's Office and the invited experts and councilors could elaborate the monitoring reports and would formulate recommendations for future long term interventions (modifying or completing the strategy). That is, these reports should be prepared by specialists after which they should be discussed and approved of by the monitoring committee and the local council. Naturally, members of these committees should be the consultants and representatives of public institutions, of the business sphere and of non-governmental organizations, too. In order for such an organism to be founded, there is a need for organizational and functioning regulation, as elaborated on the basis of the model of the ROP's Monitoring Committee or the models of the Regional Strategic Evaluation and Correlation Committee. These proposals refer to how to make the administrative work efficient by respecting the national legislation on public administration.

It is recommended that a technical assistance organism will function within the Mayor's Office (for promoting and implementing the local development strategy) which could be contacted if necessary regarding whether the ideas of initiators of project hosts are in concordance with the local strategy, with the prescriptions of the evaluation process and the programs financed by ROP or other units. This organism itself could function as a efficiency indicator of the implementation process of the strategy of ROP within the central region and Covasna county. Even though this responsibility could be assumed by the county council, too, the technical assistance should be subordinated to implementation of the local strategy, mainly and for this it is necessary for it to be in constant relation with the similar organisms on the county and regional level. Since on the basis of our field research we observed that communication between the local and county council is inefficient, a local technical assistance organism would facilitate the penetration of information about the Structural Funds to the local level. This organism could be supported by the forces interested in the elaborations of the ideas of the projects through their help given in the

interpreting of the evaluation process and the selecting of the financial programs of the ROP, that is, by explaining the administrative, eligibility requirements; the financial and strategic technical evaluation requirements and of all the elements of obtaining and implementing the financial funds. Such services are offered by consultancy companies, too but their perseverance might not be as good as that of a professional unit who is a motivated actor of the local public administration forces.

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ANNEXES

ANNEX 1.

Map 1: Covasna and Other Balnear Resorts of Romania

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ANNEX 2.

Map 2: Accessibility of Covasna and Tourist Attractions

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ANNEX 3.

Map 3. Tridimensional Visualization of the area of Covasna

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ANNEX 4.

Map 4: Urban roads proposed for bike tracks

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ANNEX 5.

Map 5. Proposed mountain bike routes

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ANNEX 6.

Photoes of Covasna

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1. Devil's Pond



2. Căprioara Hotel



3. Bradul Hotel



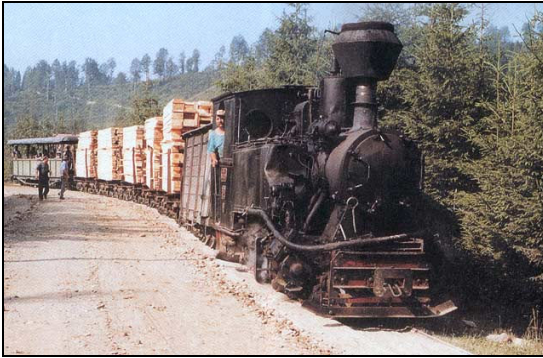
4. Bradul Hotel



5. Hefaistos Hotel



6. Mineral water spring in front of the Hefaistos Hotel



7. Dinkey line



8. Clermont Hotel



9. Sight from the Mestecăniș hill



10. Central park



11. Town library



12. Alley on the Gheorghe Doja street



13. Lake at the way out towards Chiurus



14. Football field



15. Cinema



16. Villa Andrea's



17. Dacia Hotel



18. Pension Casa din Parc



19. Montana Hotel



20. Hall of the Căprioara Hotel



21. Pool Căprioara Hotel



22. Mofetta Căprioara Hotel