

CITY OF POPRAD



**STRATEGY FOR
LOCAL ECONOMIC DEVELOPMENT
2002-2010**

**Poprad, Slovakia
September 2004**

Disclaimer

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I. INTRODUCTION

Poprad is a key town located in the High Tatra region of north central Slovakia. It sits on the main road and rail connection that links Bratislava with the eastern part of the country. The town is situated close to southern border of Poland and has an airport with international connections. Poprad is an administrative center and manufacturing town, and the surrounding region is popular as a tourist destination. The mountains and infrastructure provide a supporting environment for winter sports. The town has a long history of manufacturing and has attracted a number of foreign investors, the most prominent being the Whirlpool Company and its associated suppliers. While Poprad is not a big city in comparison to other Slovakian urban centers, the town offers a good quality of life and a skilled workforce to investors.

Poprad is an active member of the Tatra Euroregion and works closely with its Polish partner town of Zakopane. In 1999, Poprad joined a network of central European cities established as part of the Cities of Change program, a program initiated by the World Bank and the Bertelsmann Foundation. Poprad, together with a number of other cities, participated in the Economic Development Cluster. A primary aim of the cluster was to develop a local economic development strategy to strengthen LED institutional capacity within the city administration. The program methodology was based on a five stage approach to LED strategic planning that included:

- Organizing the Effort
- Conducting the Local Economy Assessment
- Developing the LED Strategy
- Strategy Implementation
- Strategy Review: Developing a monitoring and evaluation system

In devising its LED strategy, a participatory process involving politicians, interdepartmental teams of civil servants and community members was established. This process commenced in 2000 and a local economy assessment was undertaken. An LED vision and goals were identified and following stakeholder consultation, these were approved by the City Council in 2002. Following this, additional LED programs and projects were selected and approved in 2003.

LED Institutional Set-up

To strengthen institutional capacity in City Hall, a number of developments were undertaken that included:

- A new department responsible for LED
- Multi-year financial planning was introduced to the finance department
- A 'one-stop shop' for citizens was created
- Strategy implementation procedure was established to update strategy the implementation plan every year
- A Council of Third Sector Organizations was established; this has eleven members that are representatives of all the NGOs working in Poprad

A number of new projects were prepared for implementation and several applications for European Union Structural Funds were submitted.

To develop an LED strategy using a participatory approach, three working teams were established:

- Working Group responsible for logistics and professional analysis
- Steering Committee responsible for drafting the strategy

- Stakeholder Group to consult on the draft strategy

Given that there was not a dedicated LED Department within the Poprad administration at the beginning of the strategy making process, a team comprising specialists from different departments was nominated as a **working group**. The leader of this team was the Poprad Cities of Change initiative coordinator. The team was responsible for strategy process, collecting data, conducting surveys and working with the Cities of Change program to prepare a local economy assessment and propose LED strategy goals, objectives and programs.

The Steering Committee discussed draft strategy proposals before stakeholder meetings and the Mayor was the steering committee leader. Additional staff members were invited as and when necessary, and the core steering committee consisted of:

- Mayor of Poprad; leader of the team
- Council Member
- Director of Poprad's Regional Advisory and Information Center
- Head of Economic Resources Division
- Head of Property Division
- Head of Business Division
- Representative from the Local Taxes and Charges Division

LED Stakeholders Group: The Local Development Council

In order to involve the business community in the strategy making process, the City Council initiated a stakeholder group of public, private (major industrial and tourism companies, commercial banks), and non-governmental organizations and institutions. Under the name of the Local Development Council, the stakeholder group is defined as an advisory body to the city administration in the field of the local economic development. The Local Development Council consisted of representatives from the following organizations:

- City Council: the Mayor of Poprad
- Head of City Council's Trade and Tourism Commission
- National Labour Office
- Statistical Office
- The Slovak Airport Administration
- Matej Bel University, Faculty of Economics
- Whirlpool Slovakia; producer of laundresses
- Tatramat; producer of water heaters
- Pivovar Tatran; local brewery
- Tatrakon; food producer
- Tatravagonka; manufacturer of rail wagons
- Darpop; restaurant operator
- Hotel Poprad
- Hotel Satel
- Volksbank
- Tatrabanka
- Chemosvit; a chemical factory based in the neighboring city of Svit
- Regional Advisory and Information Center (Poprad)
- Poprad Students Parliament
- Academy of Education
- Local newspaper journalist and tourism expert
- Slovak Chamber of Trade and Commerce

Strategy Making Process

The Local Development Council met twice, first in March 2001 to discuss the city's economic situation and strategy development process, and then again in October 2001 to discuss the results of a business attitude survey and SWOT (strengths, weaknesses, opportunities and threats) analysis. The city's LED vision and strategic goals were agreed as a result of these discussions. Also raised at this meeting was the perceived need for a local tourism organization and agency responsible for local economic development. The city council proposed a Commission for Trade and Tourism to review the draft strategy and prepare recommendations for the plenary meeting.

The Commission for Trade and Tourism has played an important role in facilitating local actions for tourism development. In October 2000, the Commission sought to create a Local Association for Tourism (LAT) and initiate closer collaboration with the City of High Tatras in the joint marketing and promotion of the region. In 2001, the Commission also sought to develop a public-private partnership to promote and market the newly reconstructed historic city quarter of Spišská Sobotka.

The Commission is composed of members of the city council together with business and tourism experts. In aligning the activities of the Commission with LED strategy, it was appropriate that the Head of the Commission should become a member of the Local Development Council and activities of the commission have been incorporated into the strategy making process. Finally, the city council approved the city vision with strategic goals and decided to establish new department responsible for regional and local economic development. The tourism agency was incorporated in to the new department structure.

Over the next year, the local economy assessment was upgraded, and multi-year financial analyses were prepared. In consultation with different city units and stakeholders, a number of programs were identified and priority projects selected. A special NGO forum was institutionalised to encourage consultation on city plans with the non-governmental sector. At the beginning of 2003, the City Strategy for LED was approved by the city council, and in order to institutionalize the LED strategy implementation planning process, a regular annual procedure was established.

Structure of Municipal Government and City Budget

Poprad's activities and functions are determined by the Constitution of the Slovak Republic and is further specified by the Municipal Regulation Law. According to the Municipal Regulation Law, the self-governing functions are referring mainly to:

- Managing the property of the municipality, budgeting and final budget of the municipality
- Local taxes and charges
- Economic actions in the municipality
- Local roads, public areas, cemeteries, local cultural and sports facilities
- Environmental policy
- Regional planning documentation
- Own investment and enterprising activities of the municipality
- Public safety in the municipality
- Chronicle of the municipality landmarks care

For the period 2002-2006, there are 31 elected members.

Poprad Municipal Council has a number of responsibilities that include:

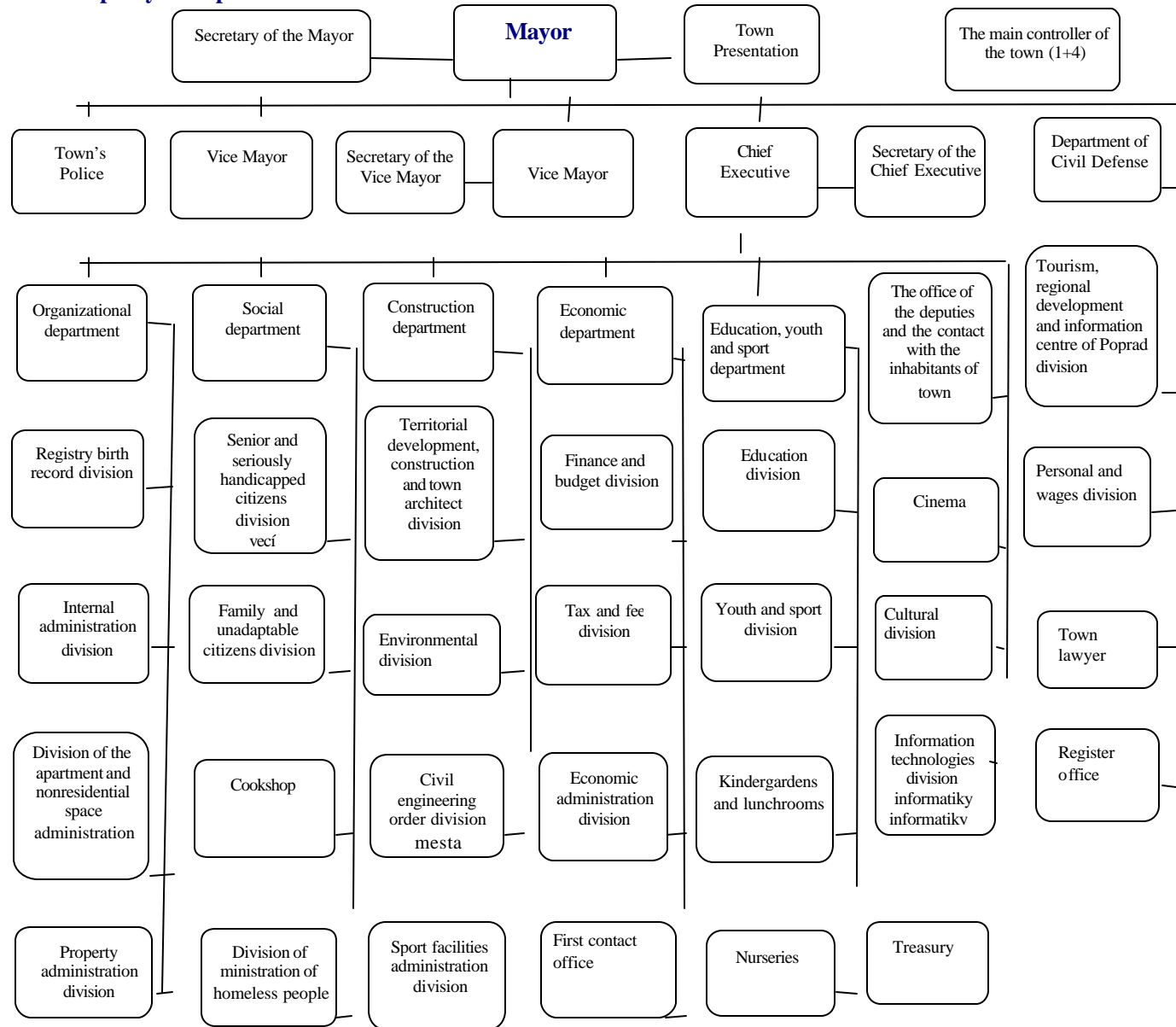
- Designating the managing principles with the property of the municipality and subsequently control them
- Approving the budget of the municipality and the budget changes and to control the budget
- Accepting the regional planning of the municipality and the concept of development

- Deciding about the introduction or cancellation of local taxes
- Announcing the polling municipal residents
- Resolving on resolutions
- Determining a set-up of the local authority
- Establishing and control the municipal enterprises
- Administering honorary citizenships

The city council can establish committees as its permanent or temporary advisory bodies. Committees consist of members of the local council and of residents of the municipality elected by the local council. The committees identified below are presently working in the municipality of Poprad:

- Social and housing
- Financial
- Education, youth and culture
- Tourism and regional development

Organizational Structure of the Municipality of Poprad



Breakdown of City Hall Employees

| Operational Units | Actual Situation | | | | Total |
|----------------------------|------------------|-----------|-----------|-----------|------------|
| | Full-time | | Part-time | | |
| | Clerks | Labourers | Clerks | Labourers | |
| Staff | 128 | - | 2 | - | 130 |
| Cleaning Service | 3 | 30 | - | 4 | 37 |
| City Police | 36 | - | - | - | 36 |
| Care Givers | 39 | - | 12 | - | 51 |
| Café | 1 | 5 | - | - | 6 |
| Public Works Staff | 4 | - | 6 | - | 10 |
| Kindergarden | 9 | 2 | - | - | 11 |
| Cinema | 3 | 1 | - | - | 4 |
| Cook Shop for Pensioners | 1 | 6 | - | - | 7 |
| Hostel for Homeless People | 1 | 3 | - | - | 4 |
| Total | 225 | 47 | 20 | 4 | 296 |

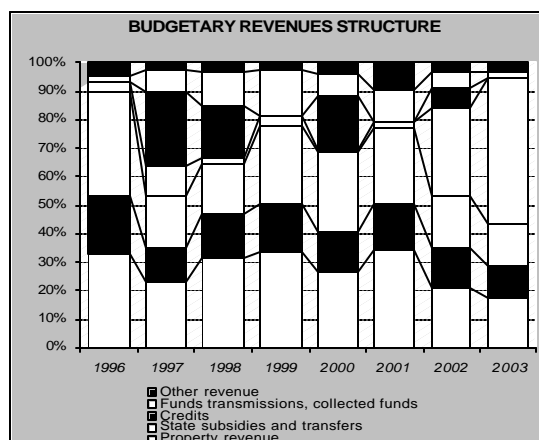
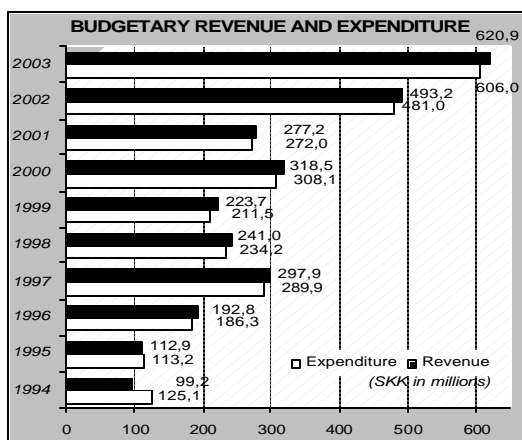
City Budget

A primary component of Poprad's municipal budget revenue comes from tax receipts from the state budget, income tax (local taxes and fees), property yields and the proceeds of sales, state subsidies, grants and transfers, credits, loans and other receipts. Poprad's budgetary revenue structure is displayed in the graphs below. Between 1996 and 2003, Poprad's budgetary revenue structure experienced change. While at the beginning of the period the largest portion of total revenue was represented by tax income and municipal property receipts from property ownership and sale, during the latter stages of the period, the largest proportion was represented by the transfer of responsibilities to the municipal level and associated budgetary resources. In 2003, state subsidies and transfers reached SK. 317.4 million to become a major source of Poprad's income (51.1%). State and national decentralization of construction, nursing, schools, social assistance and environmental protection and an associated transfer of financial resources resulted in municipal revenues increasing by 224% between 2001 and 2003.

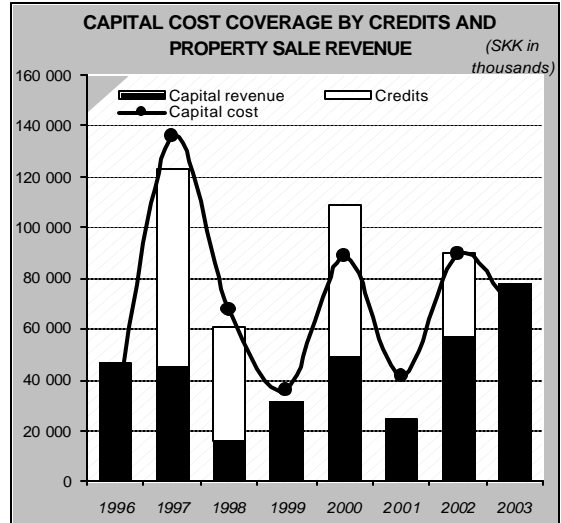
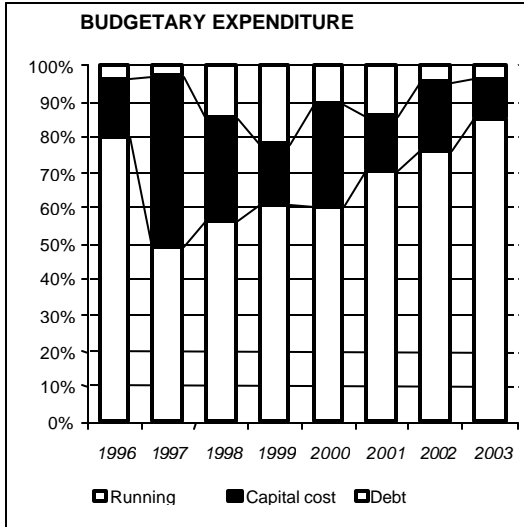
In terms of operational and capital expenses in 2003, the expected inter-year strengthening of non-capital expenses occurred (+40.5%) within the total cost.

Capital expenditure at the same level as for the last few years is not possible to maintain without additional sources of revenue. Municipal investment varies significantly and is dependent on whether the revenues in a given year is supplemented by credit resources.

During the last year of monitoring, a high volume of investment was financed by the capital revenues which exceeded capital costs.



At the end of 2003, the town was paying three Slovak crown credits and one Euro credit. After reviewing credit payments to the Dexia Bank of Slovakia, the level of debt servicing in 2002 and 2003 was settled at approximately SK. 23 million. A similar amount has been calculated for 2004, and municipal forecasts predict that by 2008, current municipal debt will fall to SK 17.5 million. In 2004, the city of Poprad was evaluated by an independent credit rating agency and judged to have a 'Ba+' credit rating, up from a rating of 'Baa-' in 2003.



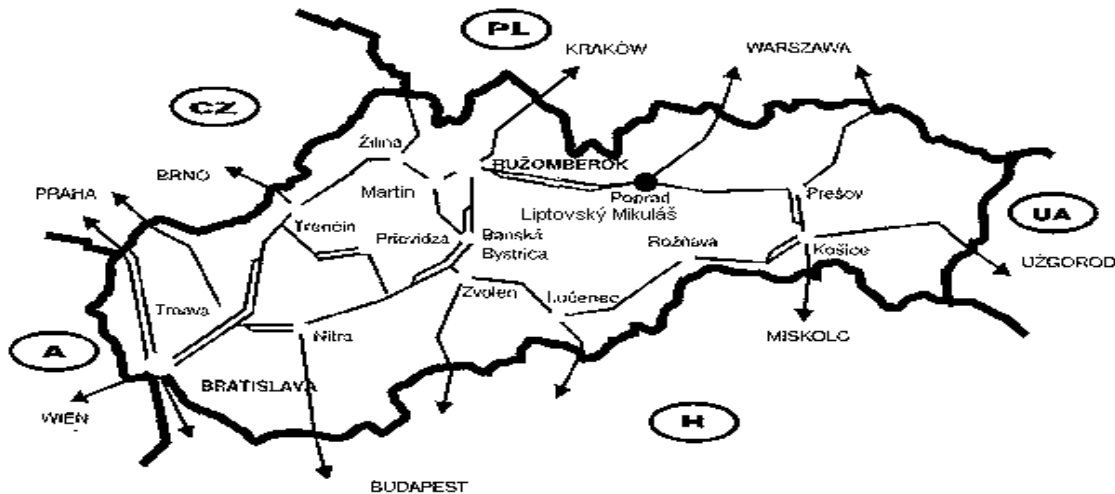
II. LOCAL ECONOMY ASSESSMENT

In undertaking the local economy assessment, the taskforce team collected data to review and identify the main issues affecting and guiding Poprad's growth and development. Data collected by the taskforce team and supplied by stakeholders provides an overview of the city's historical roots, geographical position, demographic data, unemployment status, economy, transport, spatial management, infrastructure, housing, health, education, sport and culture and environment

Basic Information

This modern town of forty-four thousand inhabitants south of the High Tatra Mountains is a center for tourism and leisure, and main gateway to the Tatra mountain range. The town extends over the Poprad basin alongside the river which bears the same name. It is an important communications nexus with an international airport. Potential exists to develop the town's engineering industry as exemplified particularly by the successful Whirlpool-Tatramat company, and for the region's tourism.

Poprad, the third largest town of the eastern Slovakia and the tenth Slovak largest town.



Poprad is located in the broad high valley that carries the Poprad River. The cadastre has an irregular radial shape covering an area of approximately 6,305 square kilometers. In the northern part of the district sits the High and Belianské Tatras massif. In the eastern part, lies the Levoca mountain chain; in the south, there is a low highland of the Kozie chrbty, and in the west, there are the heights of the Strbske dividing ridge. The High Tatras massif reaches to approximately 2,000 meters in height. Given its situation close to the Tatra range, Poprad boasts magnificent scenery. The town is surrounded by agricultural land, which then progresses into continuous forest.

The town's social, economic, and geographical significance results from its advantageous transport position both on the E50 road, a road with international significance, and the main rail route linking Kosice and Bratislava with a connection to the Czech Republic and the Ukraine. The international airport at Poprad-Tatry is situated at 718 meters above sea level.

While the number of workers employed in industry throughout the district has decreased, industrial production in financial terms is rising. Enterprises in the district are suffering from secondary insolvency resulting from companies being unable to pay their debts due to the companies themselves being unpaid for work undertaken. The possible development of the area should be oriented towards production restructuring and the utilization of unused production capacities

The city of Poprad consists of seven historical neighbourhoods:

- Poprad
- Matejovce
- Spišská Sobota
- Stráže
- Velká
- Kvetnica

The urban heritage reserve of Spišská Sobota is situated in the northern part of Poprad. This former market community has a uniquely preserved historical town square with a Romanesque church. Spišská Sobota is one of the best-preserved historical settlements in Slovakia and a visit there offers a welcome complement to a walking or sports holiday in the High Tatras.

Local Economy and Labor Market

Poprad has a long tradition of manufacturing. The flagship of the local economy is the Whirlpool washing machine factory, the first big foreign investor in Poprad. In the 12 years since Whirlpool located in the town, the annual level of production of washing machines has risen almost 20-fold from less than 100,000 units in May 1992 to 1.8 million in 2003. The Poprad factory is now Whirlpool's largest European plant and the factory in eastern Poprad has received additional production from other factories in the Whirlpool company. Whirlpool moved to Poprad in 1992, and during its first 10 years, the venture was initially a joint venture with a local manufacturer, Tatramat. Whirlpool invested three billion Slovak koruna (75 million Euros, USD \$89 million), mainly in equipment and energy supplies. Today, Whirlpool is Poprad's largest employer with 1,200 workers.

The company has created around 3,000 jobs in all including suppliers, and Whirlpool is continuing to move its suppliers to the site. Whirlpool is a hugely important company to Poprad and Poprad has one of the country's lowest unemployment rates.

The firm, which exports around 90 percent of its output, plans to reach capacity of 2 million washing machines in 2005. The arrival of Whirlpool has brought with it a whole new business culture to the region. Whirlpool has set up its own on-site affiliated university offering degree courses in economics and engineering machinery for 60 students at a time. The Czech firm AŽD, which makes cables for washing machines, opened a factory employing 250 people in Poprad as part of Poprad-based Whirlpool (Slovakia)'s policy of having its suppliers nearby.

Development trends of the Poprad industrial base are to be oriented towards optimising the infrastructure system, developing small and medium sized enterprises, and restructuring Poprad's industrial sectors. Poprad city council approved the allocation of 120,000 square meters of municipal land for industrial development use.

The industrial park is located in the Matejovce district of Poprad in the immediate vicinity of the western boundary of the present zone of Tatramat a.s. and Whirlpool Slovakia a.s., subsequently behind a local reserve for the development of Whirlpool Slovakia a.s. area. To the north, the park borders the southern boundary of the Matejovce residential area and to the south, it borders the planned route of the D1 highway. The industrial park can be divided into two interest parts:

- An area for the development of the Whirlpool facility together with space for existing sub-contractors and new sub-contractors (estimated intention of 600-800 labor positions)
- Areas of the industrial park itself (assumed intention of 200-500 labor positions)

The area of the industrial park is a logical continuance of the current plants Whirlpool Slovakia a.s. and Tatramat a.s. as well as the present undeveloped area for enlargement of the Whirlpool production toward to the west.

The industrial park covers approximately 10 hectares. In addition to administrative buildings, there are production plants. The manufacturing plants are situated to the north of the park and cover an area of 3,000 m². These are mainly assigned for machinery production. Smaller facilities are located to the south of the site.

Proposals exist to use European funds to develop an electro-technical and machinery vocational training center in Matejovce, where students would be able to receive a graduate education associated with the manufacturing needs and skills of the industrial park.

The locality has a direct railway connection with the independent factory delivery track into the main railway station Poprad-Tatry. At present, a nearby Tatramat area has a private rail track with loading and unloading space available. Employees have access to transportation through a public bus service that serves the industrial park directly. Existing bus routes connect the northern area with villages situated in the Kežmarok district up to Stará Lubovna

Workforce and Unemployment

In December 2003, the unemployment rate in Poprad was 15.83% (the number of unemployed people was 8,139) compared to a national unemployment rate of 15.56%. The average absolute number of unemployed in 2003 was 9,030 people and in comparison to the 2002, it decreased by 19.1% (1,723 people). The average unemployment rate reached the level of 15.74% (in 2003: 19.04%).

In terms of the age structure of the unemployed, the largest group consists of young people in the 20-24 age group, and totals 1,635 individuals; the share of the group is 19% of all registered unemployed.

From the educational perspective, all levels of education experienced a decrease in registration. The biggest decrease was registered in the group of people with basic education (primary school). The second largest group were citizens with secondary level education. 3,766 registered unemployed (41%) had only basic education according to the District Job Office in Poprad (December 2003).

A major problem facing Poprad is the extent of the long term registered unemployed people as a proportion of the registered unemployed. A characteristic of the long-term unemployed is a low level of educational achievement. 58.7 % of this group have only an elementary education. The average number of registered unemployed graduates in 2003 was about 650, of which 370 were registered for less than one year. A large number of these registered unemployed graduates come from the technical training institutions.

List of biggest employers shows that the Poprad labour market is heavily dependent on city administrative functions and industrial activities.

Major Employers in Poprad

| Name of Employer | Form of Ownership | Number of Employees | Activity |
|-----------------------------------|---------------------|---------------------|--------------------------|
| Baliarne obchodu a.s. | Joint-stock company | 217 | Packing-plant |
| Cestné stavby a.s. Košice | Joint-stock company | 140 | Road construction |
| GAS & OIL s.r.o. | Limited | 190 | Planning |
| Jednota SD | Cooperative | 400 | Trade |
| Lesy Prešov, š.p. Správa lesov | State company | 50 | Forest |
| Mesto Poprad - MsÚ | Municipality | 224 | Municipality |
| Novastav a.s. | Joint-stock company | 25 | Construction |
| NsP Poprad | State company | 1,270 | Hospital |
| OD PRIOR Poprad a.s. | Joint-stock company | 100 | Shopping centre |
| Okresný úrad Poprad | Budgetary | 2,651 | Public Administration |
| PD Družba Poprad | Cooperative | 88 | Agriculture |
| Perkins - P. Bendík | Joint-stock company | 150 | Food processing |
| Pivovar TATRAN a.s. | Joint-stock company | 140 | Food processing |
| Podtatran VD | Cooperative | 86 | Manufacturing |
| Pozemné stavby Poprad a.s. | Joint-stock company | 175 | Construction |
| Sachsering-T atramat s.r.o. | Limited | 98 | Engineering |
| SAD š.p. Poprad | State company | 554 | Transport |
| SCAMETATRA a.s. | Joint-stock company | 120 | Engineering |
| SINTRA s.r.o. Blava, OZ Zdroj PP | Limited | 480 | Trade |
| Slov. pošta š.p. SPP Poprad | State company | 515 | Mail services |
| Slovenská sporiteľna a.s. Poprad | Joint-stock company | 169 | Finance |
| Slovenské telekomunikácie a.s. | Joint-stock company | 255 | Telecommunication |
| SLOV-VIA a.s.závod 12 | Joint-stock company | 60 | Road construction |
| Sociálna poisťovňa, pobočka PP | Public | 92 | Insurance |
| SPP š.p. OZ Poprad | State company | 289 | Gas supplier |
| SSC, Správa a údržba Poprad | Budgetary | 138 | Road construction |
| Stavbár a.s. Poprad | Joint-stock company | 190 | Building construction |
| Stav.mechanizácia a doprava, a.s. | Joint-stock company | 41 | Transport |
| Stavomontáže Poprad a.s. | Joint-stock company | 170 | Construction |
| SVP, š.p. OZ PBaH, závod Poprad | State company | 171 | Administration of Rivers |
| TATRAKON s.r.o. Poprad | Limited | 170 | Food processing |
| Tatramat a.s. Poprad | Joint-stock company | 530 | Engineering |
| Tatrastav a.s. | Joint-stock company | 140 | Construction |
| Tatragagón s.r.o. Poprad | Limited | 170 | Engineering |
| TATRAVAGÓNKA a.s. Poprad | Joint-stock company | 2,250 | Engineering |
| Ústav TBC a RCH | Contributively | 192 | Medical services |
| Vsl. vodárne a kanalizácie šp | State company | 270 | Pipe and sewage water |
| VÚB a.s., pobočka Poprad | Joint-stock company | 190 | Finance |
| Wagonmarket s.r.o. | Limited | 38 | Engineering |
| Whirlpool Slovakia a.s. Poprad | Joint-stock company | 1,200 | Engineering |
| ŽSR -Správa elektrot.a energet PP | State company | 222 | Railway |
| ŽSR - Mzdová účtov. skupina PP | State company | 247 | Railway |

Tourism

Tourism is one of the main business activities in Poprad and the region. A number of large and small hotels offer comfortable conditions to different clientele. In the town of Poprad, there is an ice skating rink, a predominantly English-language cinema, a golf course featuring the world's longest fairway and a variety of shops, bars, restaurants and nightclubs. An aqua park was built over a geothermal spring and providing Poprad with its own water and heating. AquaCity comprises the very best accommodation as well as the latest spa facilities offering a range of thermal treatments and innovative therapies.

The City of Poprad is located south of the High Tatras National Park and is a center for tourism and leisure and a main gateway to the Tatras mountain range. There are a number of well-known ski centers in the High Tatras and a number of nearby smaller tourist attractions including the centers of Lopošná Dolina and Spišské Bystré. The Slovak Paradise National Park is situated 14 kilometers from Poprad and other nearby tourist attractions include rafting at Pieniny-Ľervený Kláštor, the castle at Spišský hrad and the Demänovská caves.

The city has relatively few cultural facilities, and there is a need for improved cultural and entertainment facilities. Poprad has a long tradition of organizing sporting events and there is a demand for a large sports hall. The town boasts suitable conditions for tourism development (geographical location, surroundings, accessibility), and it is necessary to elaborate on the tourism development concept, undertake promotion and city marketing, and further utilize the available geothermal water source. The development of recreational facilities is a challenge for the city representatives as well as for entrepreneurs.

Over 350 kilometres of hiking trails cross the nearby countryside, as do hundreds of kilometers of mountain biking routes that vary in difficulty from the extremely rugged to the very gentle. Over the last thirty years or so, the High Tatras have played host to the World Ski Championships and European Ski Jumping Championships and more and more western visitors have joined Slovaks, Poles, Czechs, Hungarians and Russians on annual pilgrimages to the ski slopes. The High Tatras are home to the largest concentration of ski runs, jumps, cable cars and rental shops in the country. Ski centers are spread throughout the mountains and the Tatras Electrical Railway connects most of them. Good signage and easy-to-follow maps highlight ski routes. Almost every resort has at least one ski-rental shop close to the ski lift.

The best known ski slopes are around Strbske Pleso, Starý and Nový Smokovec, Tatranska Lomnica and Zdiar. Strbske Pleso and Tatranska Lomnica also offer night skiing. For non-skiers, the surrounding trails offer winter hikes. Some of the best walking and hiking in Europe await visitors to the region with over 13,000 km of clearly marked routes cutting through forests, glacial lakes and mountains.

Demography

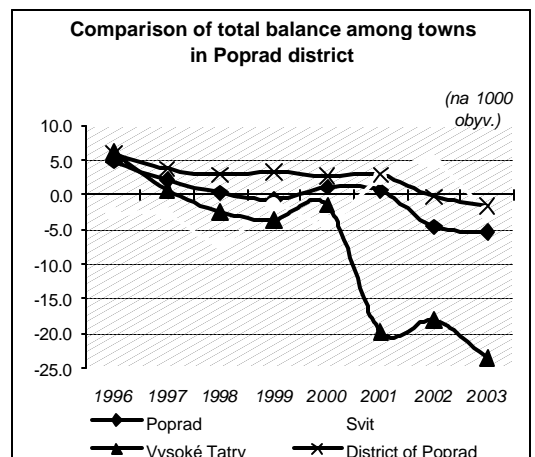
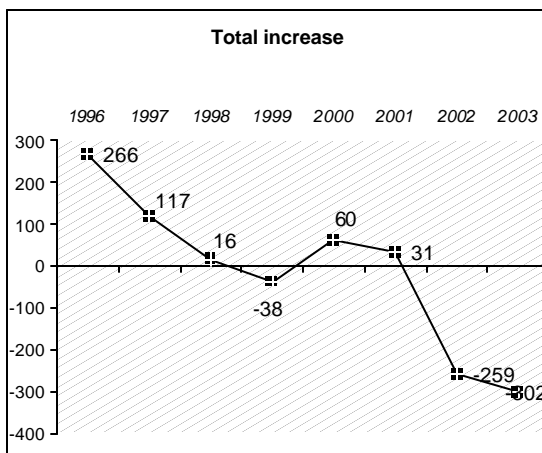
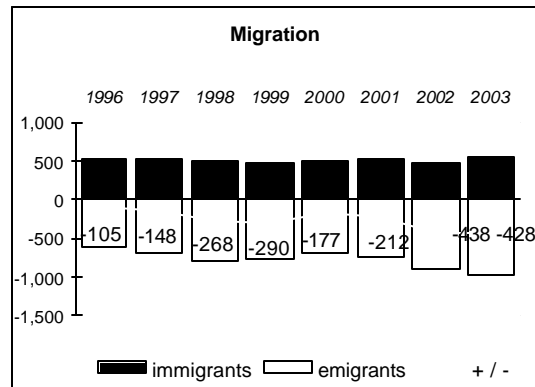
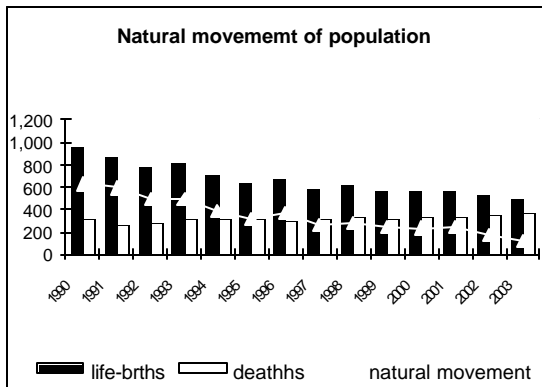
With a population of 55,680 (2003) Poprad is experiencing a decline in its population. Poprad's population was lower in 2002 than in the previous year. The District of Poprad has a population of 104,356 inhabitants and the city of Poprad comprises 53.35 % of the district population.

Demographic breakdowns are shown in the graphs below. A general trend in Poprad is the increase in the number of retired age-group, with an increase of 10.9% to 17.5% between 1995 and 2003. A similar trend is visible in the working age group which experienced a rise from 62.9% in 1995 to 71.14% in 2003. The main fall in numbers was recorded in the group of before working age that experienced a reduction, down from 26.2% to 11.32% in the same time period.

Poprad's population density figures highlight that there are 883 citizens per square kilometer, and in terms of ethnic origin, the city's population is: Slovak (94%); Roma (1%) and Czech (1%). 65% of the population are Roman Catholics; 7% are Protestants, with 17% of the population being non-religious.

In 2001, Poprad's population increased by 31, but this was offset by a population decline of 259 citizens in 2002 and 302 in 2003.

The District of Poprad consists of three towns: Poprad, Svit a Vysoké and Tatry. The city of Poprad has the highest share of working age group from all of district's towns, as well as from district itself.



Education

Educational trends show that there is a significant decrease in the number of people with a basic/elementary education. At the same time, there is an increase in the number of people finishing higher education and graduating from university. This is as a result of the activities of new educational institutions.

Structure of Poprad District

| Type of Institution | Number of Pupils | Percentage (%) |
|----------------------|------------------|----------------|
| Elementary | 25,524 | 24.7 |
| Vocational School | 20,553 | 19.9 |
| Training Institution | 17,274 | 16.8 |
| Secondary School | 2,875 | 2.8 |
| University | 5,806 | 5.6 |
| Others | 879 | 0.9 |

From the educational point of view, it is clear that the population of the city with full secondary school education or university education is rising.

Schools in Poprad

| Type of School | Number | Sector |
|---|--------|---|
| Nursery School (1,747 children) | 12 | State |
| Special Nursery School | 1 | State |
| Elementary Schools (6,682 pupils) | 12 | State, one church |
| Alternative Elementary School | 1 | State |
| Artist Elementary Schools | 2 | State, private |
| Special Elementary School | 1 | State |
| Center of Free Time | 1 | State |
| Center of School's Services | 1 | State |
| Secondary Schools | | |
| ▪ Comprehensive Schools | 2 | State |
| ▪ Comprehensive School | 1 | Church |
| ▪ Business College | 2 | State, private |
| ▪ Medical School | 1 | State |
| Vocational School | | |
| ▪ Technical College | 1 | State |
| ▪ Girl's Vocational School | 1 | State |
| ▪ Training Schools (building construction, engineering, services, electrical) | 4 | State |
| University | | |
| ▪ University of Matej Bel | 1 | Faculty of Economy, Management |
| ▪ Pedagogical University Prešov | 1 | University of Third Age |
| ▪ Poprad City University | 1 | Pedagogy |
| ▪ Church University Ružomberok | 1 | Management Nursing, management |
| Other types of education (NGO) | | |
| ▪ Academy of education | 1 | Language, Training, Business Education |
| ▪ Regional Advisory Information Centre | 1 | Marketing, Management, Human resources |
| ▪ Centre of Science and Technique | 1 | |

Transport and Infrastructure

Poprad lies on Slovakia's main east-west highway and is approximately 328 kilometres east of Bratislava. The city is well connected to the rail network and is considered to be a rail terminus. A train depot is located adjacent to the railway station providing an opportunity to build a rail freight cargo transfer terminal. The station infrastructure does not however meet modern railway transport standards.

The Poprad-Tatry Airport is located five kilometres west of Poprad. The airport is open year round and is capable of accommodating short and medium range airliners. Poprad-Tatry Airport presently handles international charter flights from Russia, the Ukraine, Germany and Bulgaria, and private and business flights.

The city's parking system is also influenced by the fact that the level of individual motorisation exceeds the national level. It is inevitable to solve the issue of parking areas both in urban areas (housing estates) with the highest population density as well as in the centre of the city, taking into consideration the incoming visitors.

III. DEVELOPING THE LED STRATEGY

The Local Development Council stakeholders group were invited to assess the city's competitive position, strengths, weaknesses, opportunities, threats, and define key issues that should be taken into account in the LED strategy development process.

SWOT Analysis

| | Internal | External |
|----------|--|---|
| Positive | <p>Strengths</p> <ul style="list-style-type: none"> ▪ Higher than average working age population in comparison to national or regional average ▪ Growth in the city's financial sector ▪ Presence of Whirlpool Co. and associated development activities ▪ Proximity of city to tourism attractions (4 national parks) ▪ Urban heritage reserve of Spišská Sobota ▪ Potential of geothermal springs at Grebpark ▪ Location of city on main east-west transportation routes (road and rail) ▪ Air Rescue Service in Poprad supporting tourism development ▪ Kvetnica Medical Centre ▪ Kvetnica Recreational Zone ▪ International Mountain Films Festival ▪ Tradition of organizing sporting events ▪ Effects of Regional Advisory and Information Center's work | <p>Opportunities</p> <ul style="list-style-type: none"> ▪ Tradition of machine production in the city ▪ Export potential of industrial enterprises (Whirlpool, Tatramat, Tatravagónka) ▪ Landscape suitable for breeding of cattle and sheep ▪ Development of housing savings/mortgages financing ▪ Privatization of housing stock ▪ Poprad-Tatry Airport ▪ Construction of D1 highway ▪ Development of telecommunications sector ▪ Preparation of tourism law ▪ List of housing applicants registered by municipality ▪ Cross-border cooperation with Poland ▪ EU Accession Programs ▪ Possibility of cross-border co-operation with Poland ▪ City candidacy for WOG ▪ Increased number of foreign supermarkets chains ▪ Privatization of agriculture ▪ Construction of the new highway D1 |
| Negative | <p>Weaknesses</p> <ul style="list-style-type: none"> ▪ Lack of LED institutional capacity ▪ Out-migration and population decline ▪ High unemployment rate ▪ Low quality of tourism services ▪ Overloaded inner transportation system ▪ Need of strategic development division within ▪ Existence of informal economy ▪ Location of Tatrakon in the city center ▪ Existence of Brownfields ▪ Lack of Greenfield sites for industrial development ▪ Lack of spatial planning ▪ Unfinished water treatment plant and lack of investment in water and wastewater system ▪ Imbalanced housing ▪ Lack of sport hall and conference center ▪ Lack of local tourism organization | <p>Threats</p> <ul style="list-style-type: none"> ▪ Aging population ▪ Decline of agriculture sector ▪ Weak construction sector ▪ Unfinished water privatization process ▪ Shortage in housing supply ▪ Increasing disparity between real income of population and construction costs of housing/rental costs ▪ Deteriorating housing stock ▪ Lack of a geriatric department at hospital, and lack of accommodation facility for an oncological center ▪ Unstable university education ▪ Insufficient financial transfers from central government ▪ Lack of housing ▪ Secondary insolvency |

Data collected as part of the SWOT analysis are formed into a "Report on State of the City", with intention of establishing a regular updating of the document. This report describes the city profile from a number of viewpoints: history, overall geographical position, demographic data, unemployment status, economy, transport, administration, city finances and budget, spatial management, infrastructure, housing, health, education, sport and culture, environment. This comprehensive document forms a good basis on which to formulate the SWOT analysis.

Results of Business Attitude Survey

In addition to this report, the city taskforce team undertook a business attitude survey to identify the opinions of businessmen and women on the state of the entrepreneurial environment. The business attitude survey was undertaken in the summer of 2001 and questioned 65 local businesses. 30 responses were received and the results are listed below. Key factors identified as hindering business development include:

- Cost of energy and materials
- State rules and limitations
- High interest rates of credits and lack of credits
- Foreign competition

From those business surveyed, almost 40% of production/services are sold locally within the District of Poprad; 24% are sold within Eastern Slovakia and 18% of products are exported outside of Slovakia. In order to enhance the business environment, businesses identified transportation infrastructure, the attraction of foreign investments, the building of industrial parks, and better marketing of the city and tourism development as being key factors.

Results of Business Attitude Survey were presented to the Local Development Council in October 2001. During the discussion, LDC members expressed the need for tourism development, together with improvement in transportation connection, especially the better utilization of Poprad airport.

VISION

Based on the results of the local economy assessment and discussions held in October 2001, the LDC adopted the following vision for Poprad's development:

"In 2010, the City of Poprad will be a dynamically developing municipal unit, with developed citizen-oriented municipal democracy, fully integrated into the European Community of local governments, characterised by attractive socio-economic conditions and environment, providing an interesting spectrum of entrepreneurial opportunities for the location of domestic as well as international investments."

LED Goals, Objectives, Program and Projects

The “Report on State of the City” together with the improved SWOT analysis were presented to the Local Development Council at the end of May 2002, prior to the Local Council meeting. Discussion occurred and comments were received. After incorporation of the LDC comments into the Report, SWOT analysis, LED strategy goals and revision of first version of the city development vision, the whole document was presented on the Local Council meeting.

The detailed and advanced LED Strategy with developed objectives and programs was elaborated on in the second half of 2002 as 2002 was a year of municipal elections (as well as Slovak parliament elections). The Strategy was approved by the new Local Council of Poprad.

IV. POPRAD LED ‘VISION TO PROJECTS’ MATRIX

| Vision | Goals | Objectives | Programs | Projects | | |
|--|---|---|--|--|--|---|
| <p>“In 2010 the city of Poprad will be dynamically developing municipal unit, with developed citizen oriented municipal democracy, fully integrated into European community of local governments, characterized by effective and transparent self-governing apparatus, attractive socio-economic conditions and environment, providing quality technical infrastructure and interesting spectrum of entrepreneur opportunities for location of domestic as well as foreign investments.”</p> | <p>G1: To expand tourist industry in Poprad.</p> | <p>G1:O1: To promote City of Poprad as tourist destination and increase number of visitors in the city. Measured by number of visits</p> | <p>G1:O1:PG1: Historical tourist attractions program</p> | <p>G1:O1:PG1: p1: Revitalization of Spiska Sobota project</p> <p>G1:O1:PG1: p2: Revitalization of Velka project</p> <p>G1:O1:PG1: p3: Spiska Sobota tourism promotion project</p> | | |
| | | | <p>G1:O1:PG2: Business tourism program</p> | <p>G1:O1:PG2: p1: Congress Center project</p> | | |
| | | | <p>G1:O1:PG3: Recreation tourism program</p> | <p>G1:O1:PG3: p1: Aqua park project</p> <p>G1:O1:PG3: p2: Tourist exhibition In Krakow</p> <p>G1:O1:PG3: p3: Tourist exhibition in Prague and Berlin - co-participation</p> | | |
| | | | <p>G1:O2: To develop complex and integrated regional (Poprad and High Tatras) tourist offer in next two years and increase tourism visits. Measured by number of visits</p> | <p>G1:O2:PG1: Development of existing tourism attractions program.</p> <p>G1:O2:PG2: Development of new tourism products program.</p> | <p>G1:O2:PG1: p1: Days of the town Poprad</p> <p>G1:O2:PG2: p1: Bicycle path</p> <p>G1:O2:PG2: p2: International festival of movies</p> | |
| | | | <p>G2: To expand economic base of Poprad</p> | <p>G2:O1: To expand SME base (measured by SME employment growth)</p> <p>G2:O2: To attract inward investments (number and amount of investments).</p> <p>G2:O3: To increase export of local companies (export value per employee)</p> <p>G2:O4: Workforce development (educational structure of employed population)</p> <p>G2:O5: Promotion of IT usage in business (increase of businesses’ internet connections and domains</p> | <p>G2:O1:PG1: SME Support program</p> | <p>G2:O1:PG1: p1: Training program for beginners</p> <p>G2:O1:PG1: p2: Financial incentives program for SME</p> |
| | | | | | <p>G2:O2:PG1: Preparation of industrial and commercial sites.</p> <p>G2:O2:PG2: Development of industrial cluster.</p> | <p>G2:O2:PG1: p1: Revitalization of postindustrial facilities</p> <p>G2:O2:PG1: p2: Matejowice Greenfield project</p> <p>G1:O2:PG2: p1: Industrial development project</p> |
| | <p>G2:O3:PG1: SMEs. Export program</p> | <p>G2:O3:PG1: p1: Introduction to European markets project</p> | | | | |
| | <p>G2:O4:PG1: Development of qualified and skilled employees according to existing demand.</p> | <p>G2:O4:PG1: p1: Vocational training meets industry demand for skilled workforce</p> | | | | |
| | <p>G2:O5:PG1: Program for supporting of IT technologies.</p> | <p>G2:O5:PG1: p1: Introduction in internet possibilities to Poprad companies</p> | | | | |

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF POPRAD (2002 - 2010)

| | | | | |
|--|--|--|---|--|
| | G3: To expand technical infrastructure of the city | G3:O1: Development of infrastructure improving business environment | G3:O1:PG1: Hard infrastructure development program | G3:O1:PG1: p1: Rebuilding of the crossroads in Sp. Sobota- Vagonarska Street |
| | | | | G3:O1:PG1: p2: Connection of Srobarova and Tajoskeho street |
| | | | | G3:O1:PG1: p3: Adjustment of the local crossroads Hranicna, Slovenskeh |
| | | | | G3:O1:PG1: p4: Rebuilding of the crossroads in Sp. Sobota, school neighbourhood preparation |
| | | | | G3:O1:PG1: p5: Master plan of Poprad |
| | | | | G3:O1:PG1: p6: Reconstruction of Moyzesowa and I/18 street crossroads |
| | | | | G3:O1:PG1: p7: Revitalisation study of the center of Matejowice |
| | | | | G3:O1:PG1: p8: Reconstruction of the centre of Velka II |
| | G3:O2: Development of infrastructure improving quality of life | G3:O2:PG1: Housing development program | G3:O2:PG1: p1: Study for social and Roma's housing | |
| | | | G3:O2:PG1: p2: Technical facilities for housing construction Poprad Matejowice | |
| | | | G3:O2:PG1: p3: Technical facilities for housing construction Poprad Straze | |
| | | | G3:O2:PG2: Revitalisation program | |
| | | | G3:O2:PG2: p1: Completing of stairs to Immaculate Straze | |
| | | | G3:O2:PG3: Infrastructure for recreation | |
| G4: To strength public administration in city of Poprad | G4:O1: Establishment of integrated management system focused on strategy implementation | G4:O1:PG1: Staff training program G4:O1:PG2: New management tools program | G4:O1:PG1: p1: Staff training project | |
| | | | G4:O1:PG2: p1: CIP development project | |
| | | | G4:O1:PG2: p2: MIS development project | |
| | | | G4:O1:PG2: p3: Implementation of multiyear financial planning project | |
| | | | G4:O1:PG2: p4: Establishment of the LED department | |

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF POPRAD (2002 - 2010)

| | | | | | | |
|--|--|---|--|---|--|---|
| | | G4:O2: Increase of prepared projects financed/co-financed from external sources | G4:O2:PG1: Project management program | G4:O2:PG1: p1: Project development workshops | | |
| | | G4:O3: Citizen/businesses oriented administration system | G4:O3:PG1: Citizen and businesses information program | G4:O3:PG1: p1: Information 'kiosk' project G4:O3:PG1: p2: 'One-stop' shop project | | |
| | G5: To expand and improve social services | G5:O1: Institutional development of local community (number of organisations and associations) | G5:O1:PG1: Non-governmental sector development program | G5:O1:PG1: p1: NGOs forum | | |
| | | | G5:O1:PG2: Youth support program | G5:O1:PG2: p1: Return sport for youth | | |
| | | G5:O2: Human resources development (educational structure of community) | G5:O2:PG1: School education program | G5:O2:PG1: p1: Renovation of school buildings project G5:O2:PG1: p2: ICT in schools | | |
| | | | G5:O2:PG2: After-school education program | G5:O2:PG2: p1: Vocational trainings G5:O2:PG2: p2: IT for adults training project | | |
| | | | G5:O2:PG3: Development of cultural activities | G5:O2:PG3: p1: Days of the town of Poprad G5:O2:PG3: p2: Spisska Sobota festival | | |
| | | | G5:O2:PG4: Development of sport and leisure time activities | G5:O2:PG4: p1: School Olympic games for children and youth of Poprad G5:O2:PG4: p2: Tatra skiing league G5:O2:PG4: p3: Euro league of mountain bicycles G5:O2:PG4: p4: Tournament of three cities G5:O2:PG4: p5: Days of sport G5:O2:PG4: p6: Run of Olympic day | | |
| | | | | G5:O3: Reduction of social exclusion (number of homeless, social benefits expenditures) | G5:O3:PG1: Equal chance program | G5:O3:PG1: p1: Trip for active members of pensioner's club G5:O3:PG1: p2: Pensioner's clubs G5:O3:PG1: p3: Roma's educational projects |

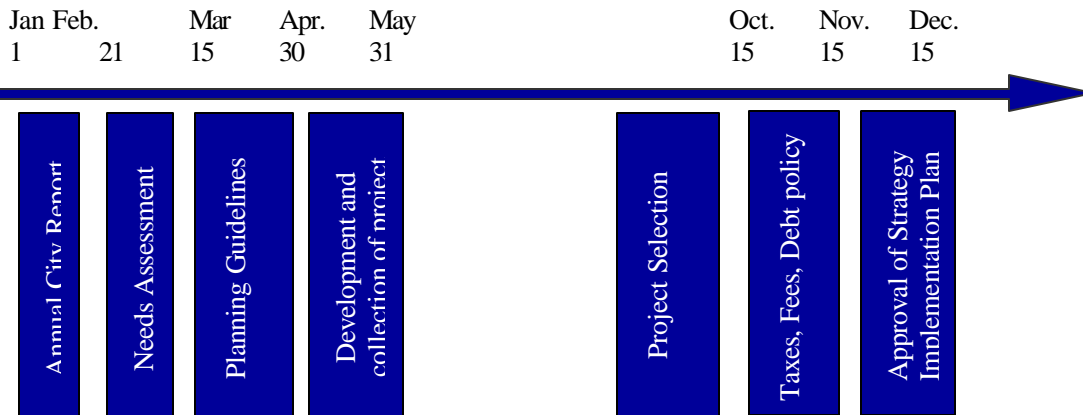
V. STRATEGY IMPLEMENTATION

A strategy implementation plan called the *Poprad Marketing Plan* is a part of the City of Poprad's strategic planning system. According to the timeline outlined below, different partners are working on the annually updated Strategy Implementation Plan following the steps listed below:

- Annual Local Economy Assessment
- Needs assessment, key issue identification and planning guidelines
- Collection of project requests
- Project selection and draft strategy preparation
- Multi-year financial forecast and creditworthiness analysis, and the establishment of local tax rates, local fees and city debt policy
- Strategy implementation plan approval.

The following partners will participate in the annual cycle of Strategy development and implementation:

- City Council
- Mayor
- Steering committee
- Municipal departments and other city units
- Entrepreneurs, NGOs and citizens

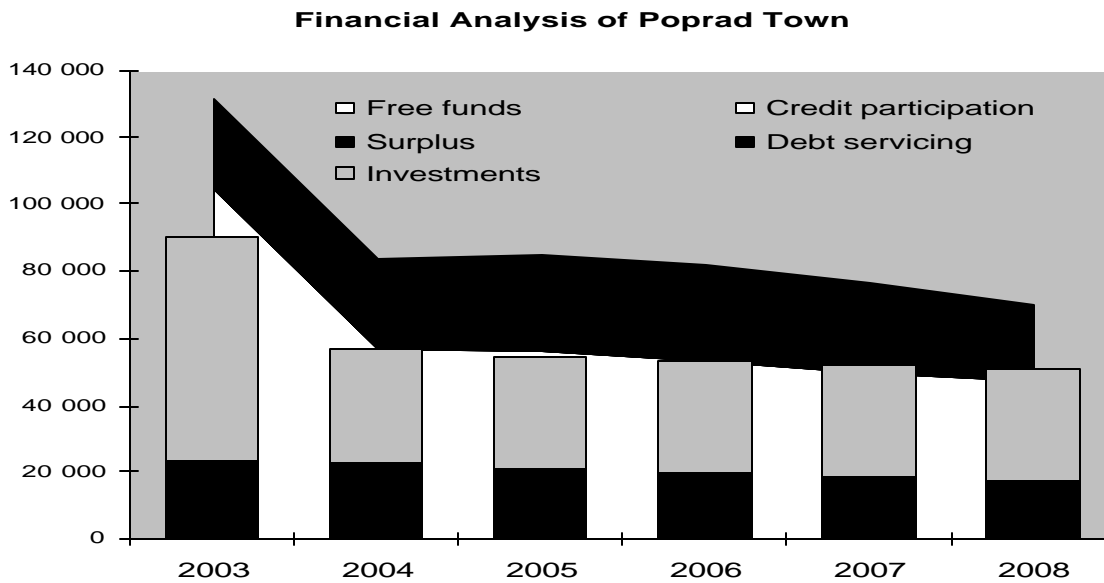
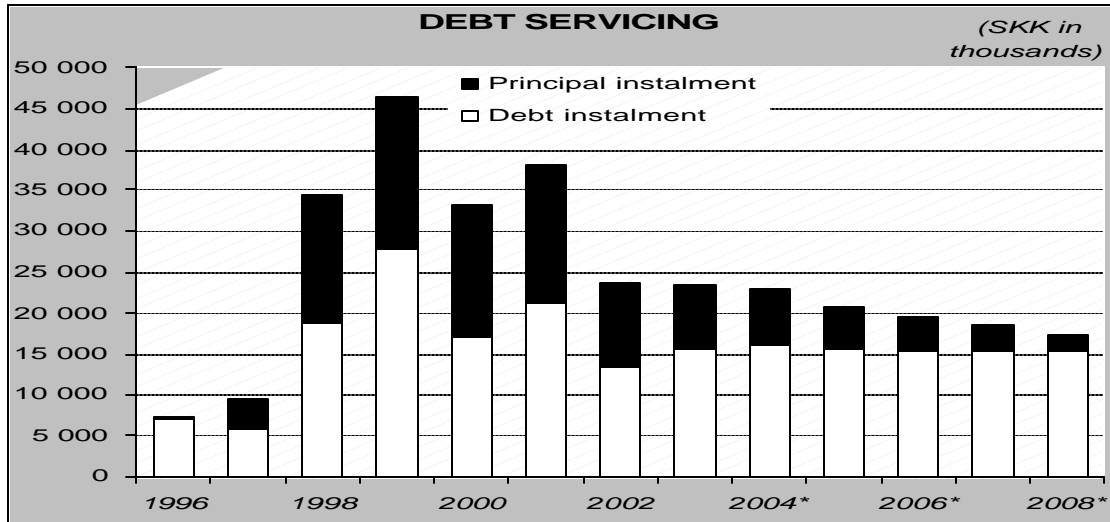


The Marketing Plan of Poprad (2004-2006) is going to be the basic direction for actions of the municipality of Poprad for next three years that will be limited by the approved budget for each single year. The local council of the town of Poprad will approve the municipal budget for 2004 during its session in November 2004 and the strategy implementation plan for this year is represented by the approved projects.

Within the Cities of Change project, the long-term financial predictions have been elaborated via the utilization of the programming tools of the GFAM and MIP. As a prediction parameter, the basis of the state budgetary proposal were used. The main goal of such a financial analysis is to estimate the development of the revenue and expenditure of the town budget and the ability of the town to realize its development projects, eventually to its financial resources by the means of credits and the credit capacity of the town.

The output of the analysis results in the graph which illustrates the relationship among the investment coverage and debt servicing by the means of free funds (a difference between revenues without credits and running cost without the debt servicing), a budgetary surplus and potential credit resources. The budget for the year 2004 has been approved as a balanced budget, that is why the free funds amount is

identical with the debt servicing and investment volume. Following the estimation of maintenance of the capital cost amount for coming years at least at the volume of the year 2004, we get to the conclusion that such an investment tempo is possible to keep without any parameters changing only in case of gradual spending/consuming of the accumulated budgetary surplus.



Analyzing City priorities and available financial resources following projects were selected for implementation.

VI. CITY OF POPRAD PROJECTS MATRIX

| Strategy Goals | To expand tourist industry in Poprad | To expand the economic base of Poprad | To expand technical infrastructure of city | To strengthen public administration in city of Poprad | To expand and improve social services |
|--|--------------------------------------|---------------------------------------|--|---|---------------------------------------|
| | LED Projects | | | | |
| Master plan of Poprad | X | X | | | |
| Study for social and Roma's housing | | | X | | X |
| Revitalisation study of the centre of Matejovce | X | X | X | | |
| Reconstruction of the center of Velka II. Phase | X | X | X | | |
| Construction project documentation for football stadium Poprad Straze | | | X | | |
| Technical facilities for housing construction Poprad Matejovce | | | X | | |
| Technical facilities for housing construction Poprad Stráže | | | X | | |
| Multifunctional sport hall: construction documentation, EIA | X | | X | | |
| Connection of Srobarova and Tajovskeho street | | | X | | |
| Completing of stairs to Immaculate Straze | X | | X | | |
| Bicycle path | X | | X | | |
| Adjustment of the local crossroads: Hranicna, Slovenského odboja a Wolkerova - preparation | | | X | | |
| Rebuilding of the crossroads in Sp. Sobota-Vagonárska St. school neighbourhood-preparation | | | X | | X |
| Rebuilding of the crossroads in Sp. Sobota-Vagonárska St. | | | X | | X |
| Reconstruction of Moyzesova and I-18 street crossroad-traffic lights | X | | X | | |
| Reconstruction of D. Tatarka street pavement | X | | X | | |
| Days of the town Poprad | X | X | | | |
| Information "kiosks" project | X | X | | X | |
| International festival of Mountain movies | X | X | | | |
| Trip for active members of pensioner's club | | | | | X |
| Pensioners' clubs | | | | | X |
| Return sport to youth | X | X | | | X |
| Congress Center project | X | | X | | |
| Aqua park | X | | X | | |
| Tourist exhibitions | X | | | | |
| Tourist exhibition in Prague and Berlin co participation | X | | | | |
| Spiska Sobota tourist promotion project | X | | | | |
| Training program for beginners | | X | | | |
| Finance incentives program for SME | | X | | | |
| Revitalization of post industrial facilities | | X | X | | |
| Matejovce Greenfield project | | X | X | | |
| Industrial development project | | X | X | | |
| Vocational training meets industry demand for skilled workforce | | X | | | X |
| Introduction in Internet possibilities to Poprad companies | | X | | | X |
| Staff training project | | | | X | |
| CIP development project | | | | X | |
| MIS development project | | | | X | |
| Implementation of multiyear financial planning project | | | | X | |
| 'One-stop shop' project | | | | X | |
| Establishment of LED department | | | | X | |

VII. POPRAD PROJECT IMPLEMENTATION PLAN

| City of Poprad LED Projects | | | | | | | | | | |
|-----------------------------|---|-------------|---------------------|----------------------|----------------|-----------|-----------------------|-----------------------|-----------|--|
| No. | Project Title | Total Value | Funding Sources (%) | | | | Implementing Partners | Project Starting Date | Duration | Targeted Group / Beneficiaries |
| | | | City Govt. | State European Union | Private Sector | Community | | | | |
| 1. | Master plan of Poprad | 800,000 | 100% | 0% | 0% | 0% | Local authority | July 2004 | 7 months | City government |
| 2. | Study for social and Roma's housing | 200,000 | 100% | 0% | 0% | 0% | Local authority | August 2004 | 3 months | Roma ethnic group |
| 3. | Revitalisation study of the centre of Matejovce | 300,000 | 100% | 0% | 0% | 0% | Local authority | August 2004 | 2 months | Matejovce village community |
| 4. | Reconstruction of the centre of Velka II. Phase | 4,260,000 | 100% | 0% | 0% | 0% | Local authority | 2004 | 12 months | Velka village community, businesses |
| 5. | Construction project documentation for football stadium Poprad Straze | 250,000 | 100% | 0% | 0% | 0% | Local authority | September 2004 | 2 months | Football clubs, Youth |
| 6. | Technical facilities for housing construction Poprad Matejovce | 1,000,000 | 75% | 25% | 0% | 0% | Local authority | July 2004 | 5 months | Matejovce village community |
| 7. | Technical facilities for housing construction Poprad Straze | 1,000,000 | 75% | 25% | 0% | 0% | Local authority | July 2004 | 4 months | Local community |
| 8. | Multifunctional sport hall: construction documentation, EIA | 1,850,000 | 100% | 0% | 0% | 0% | Local authority | August 2004 | 5 months | Community |
| 9. | Connection of Srobarova and Tajovskeho street | 2,200 000 | 100% | 0% | 0% | 0% | Local authority | July 2004 | 4 months | Local community |
| 10. | Completing of stairs to Immaculate Straze | 370,000 | 100% | 0% | 0% | 0% | Local authority | After 2004 | 2 months | Local community |
| 11. | Bicycle path | 16,600 | 20% | 70% | 10% | 0% | Local authority | June 2004 | 6 months | Communities of Poprad, Svit, Spisska Teplica, visitors, tourists |

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF POPRAD (2002 - 2010)

| | | | | | | | | | | |
|---------------------|--|-------------------|------|----|-----|-----|--|----------------|-----------|-------------------------------------|
| 12. | Adjustment of the local crossroads 'Hranicna, Slovenského odboja a Wolkerova' - preparation | 70,000 | 100% | 0% | 0% | 0% | Local authority | September 2004 | 1 month | Local community |
| 13 | Rebuilding of the crossroads in Sp. Sobota-Vagonárska street, school neighbourhood - preparation | 150,000 | 100% | 0% | 0% | 0% | Local authority | September 2004 | 1 month | Local community |
| 14. | Rebuilding of the crossroads in Sp. Sobota - Vagonárska street | 500,000 | 100% | 0% | 0% | 0% | Local authority | September 2004 | 2 months | Local community |
| 14. | Reconstruction of Moyzesova and F18 street crossroad – traffic lights | 4,000,000 | 75% | 0% | 15% | 0% | Local authority | May 2004 | 2 months | Local community |
| 15. | Reconstruction of D. Tatarka st. pavement | 2,100,000 | 100% | 0% | 0% | 0% | Local authority | July 2004 | 2 months | Local community |
| 16. | Days of the town Poprad | 80,000 | 87% | 0% | 13% | 0% | Local authority | Aug / Sep 2004 | 1 week | Citizens, visitors, twin cities |
| 17. | Information "kiosks" project | 500,000 | 100% | 0% | 0% | 0% | Local authority | March 2004 | 3 months | Citizens, visitors |
| 18. | International festival of Mountain movies | 1,200,000 | 25% | 0% | 60% | 15% | Foundation Mountain Movies, local authority | October 2004 | 2 weeks | Citizens, tourists |
| 19. | Trip for active members of pensioner's club | 300,000 | 100% | 0% | 0% | 0% | Local authority, senior clubs | April 2004 | 1 week | Senior club members |
| 20. | Pensioners' clubs | 650,000 | 92% | 0% | 8% | 0% | Local authority, senior clubs | 2004 | 12 months | Pensioners |
| 21. | Return sport to youth | 400,000 | 85 % | 5% | 5% | 5 % | Local authority sport clubs private sector community | January 2004 | 12 months | Youth, children, community tourists |
| Total Value: | | 22,196,600 | | | | | | | | |

VIII. CITY OF POPRAD LED ACTION PLANS

| Project: Establishment of Development Department with LED Responsibilities | Program Type(s): Local Government Improvement of Decision Making Processes |
|--|--|
| <p>Short Description of the Project Municipality of Poprad as a reformed oriented town has tried to implement many new instruments, techniques, and methods in decision-making processes. These facts helped the municipality to take a membership in Cities of Change project supported by the Bertelsmann foundation and The World Bank. Working team was learnt about the Strategic management technique and for its implementation within the municipality is evitable to change an organizational structure and create a new section or department that will be responsible for development activities of the town.</p> <p>Newly developed department will be responsible for collecting data, preparing basic documents for decision makers, organizing effort of strategy making processes, coordinating the processes within the municipality a.s.o. The economic effects would be many; the most important will be a fact that the municipality will understand his strengths, opportunities, weaknesses and threats; decision makers will have very well developed analysis, the town will have its Vision and Strategy based on economic facts and SWOT analysis connecting to the capital investment plan.</p> <p>Establishment of development department with LED responsibilities will open possibilities for special kind of activities focusing on Strategic Management and multiyear financial planning processes.</p> | |
| <p>Expected Results:</p> <ul style="list-style-type: none"> ▪ Implementation of Strategic management within municipality ▪ Coordination of processes within municipality ▪ Development of analysis (SWOT, CBA) ▪ Development of Vision and Strategy ▪ Improvement of decision makers processes ▪ Involvement of citizens into decision-making <p>Possible Stakeholders : Municipality Private businesses Community</p> | <p>Target Group(s): Municipality Decision makers Community</p> <p>Possible Contributions to the Project: Project manager, financial support, technical assistance Professional opinion, comments Promotion, voluntary work, technical assistance, comments</p> |
| Public organizations | Experts, technical support, comments |
| <p>Prerequisites : Strong support from politicians and mayor Educated staff Technical support</p> | <p>Risk Factors: Not adequate data or lack of data Co-operation within departments Support</p> |
| <p>Estimated Costs : Full-time person (1-2): 150,000-300,000 Sk. Technical support (e.g. PC, printer, phone, room): 200,000 Sk.</p> | |
| <p>Time for Implementation : January 2004</p> | <p>Time to Impact: First evaluation: August 2004 Second evaluation: January 2005</p> |

| | | | |
|---|--|--|--|
| Project: Reconstruction of Velká Neighborhood | | Program Type(s): Urban Development , Hard Infrastructure Project for Public Investment | |
| Short Description of the Project Municipality of Poprad consists of six suburbs, which centers had started to be revitalized in 1996. Priority was given to the center of Poprad as a main part of the suburbs, which was followed by the center of Spišská Sobota as a main historical part of Poprad, and the third chosen center for reconstruction was the center of Velká. Reconstruction of Velká neighborhood was started in 2002 and the II. phase of the project should be finished in 2004. Project is completely focused on the hard infrastructure (e.g. water supply pipes, sewage, telecommunication cables, electricity supply) as well as on architectural revitalization of neighborhood. The economic effects would be many; the most important is a fact of modernization of infrastructure, improvement of environment, support for SMEs, and support for tourist-oriented businesses. Reconstruction of Velká neighborhood will open possibilities and create preconditions for new investments in that part of the town that can improve unemployment rate in Poprad by creating new jobs. Revitalization of center will open possibilities for new tourist attractions as well as for cultural events. | | | |
| Expected Results: | | Target Group(s): | |
| <ul style="list-style-type: none"> ▪ Improves the hard infrastructure ▪ Encourages the development of private business ▪ Creates preconditions for new investments ▪ Intensifies the development of services | | Community Business community Society | |
| Possible Stakeholders : | | Possible Contributions to the Project: | |
| Municipality | | Project manager, financial support, technical assistance | |
| Private businesses | | Developer, technical support | |
| Society | | Comments, ideas | |
| Prerequisites : | | Risk Factors : | |
| Building permit issued Ownership clarified Completed financing from different sources | | Low budget in comparison to the value of the project | |
| Estimated Costs : | | | |
| II. Phase: 4,260,000 Sk. | | | |
| Time for Implementation : | | Time to Impact : | |
| II. Period Commencement within 2004 | | First evaluation: after 1 month of operation Second evaluation: after 6 months of operation Third evaluation: after one year | |

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| Project: Return Sport to Youth | | Program Type(s): Local Government Improved Services | |
| Short Description of the Project | | | |
| <p>Town of Poprad as a several times candidate town for Olympic games has got a big tradition in organizing sport activities within the town as well as in the High Tatras region. Poprad is represented by many sportsmen all over the world who have become European and some of them even World champions. Such success is achieved because of very good developed work with children and youth. Municipality of Poprad annually organizes a lot of events focusing on young people but the most popular are sports activities. Return Sport to youth project represents a calendar of sport events for the year 2004:</p> <ul style="list-style-type: none"> ▪ Reception of Slovakia, Europe, World champion(s) ▪ Reception of the best sportsman of the town Poprad ▪ School Olympic games for children and youth of Poprad ▪ Tatra skiing league ▪ Euro league of mountain bicycles ▪ Pupil league of Poprad ▪ Spiš league ▪ Challenge day ▪ Run of Olympic day ▪ Street ball tournament ▪ Days of sport ▪ Boyard ▪ Tournament of three cities <p>We can hardly find a financial profit from this project but on the other hand there is very big economical one. Looking at our youth as our future we need to enforce ourselves to create a friendly environment for them as well as for all society. Many young people have to cope with such kind of problems like drugs, crime, and alcohol because of lack interest from parents or society. There is a big challenge also for Poprad community to create some precondition for such kind of events for young people that attract them and invite them to organize their own free time together with others.</p> | | | |
| Expected Results: | | Target Group(s): | |
| Improvement of sport activities | | Children, youth | |
| Support for young people | | Society | |
| Decline of crime | | Twin cities | |
| Encouragement of partnership | | Sport community from the region | |
| Friendly environment | | Tourists | |
| Possible Stakeholders : | | Possible Contributions to the Project: | |
| Municipalities | | Project manager, financial support, technical assistance | |
| Private businesses | | Co-financing, technical assistance | |
| Sport association | | Promotion, voluntary work, technical assistance | |
| Public donors. | | Financial support | |
| Prerequisites : | | Risk Factors : | |
| Partnership | | Public donors co-financing | |
| Leadership | | Weather | |
| Partnership | | Partnership | |
| Estimated Costs : | | | |
| 400,000 Sk. | | | |
| Time for Implementation : | | Time to Impact: | |
| 2004: Mainly during the Summer season | | Evaluation after each event | |

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| Project: Adjustment of the Local Crossroads : Hranicna, Slovenského odboja a Wolkerova - Preparation | Program Type(s): Hard Infrastructure Public Investment |
| Short Description of the Project <p>Streets are situated in the town centre. The roads are currently in a very bad condition because of the old infrastructure and insufficient maintenance from 90s. These roads are asphalted but damaged. These roads connect the center of the town to other roads. Project would like to solve the problem of crossing these streets each other. Character of these streets has changed completely during the last days. There are many public buildings beside this road such as: elementary school, kindergarten, a number of businesses, social center etc. This affected also the density of transport, which has caused many traffic accidents for last time. Traffic inspectors prepared a plan for solving traffic problems and the main goal of the project is its implementation.</p> <p>Rehabilitation and asphaltting of these town roads will improve the road infrastructure of the town, creates preconditions for the opening of new businesses, existing businesses, and will help for continuing this road in other neighborhoods. Close to this road is the railway station and through a bridge it connects to the other side of the town. The project is fully justified considering the sensitive infrastructure of the municipality. Project will save time for citizens, environment and there will be also another economical effect because of petrol savings.</p> | |
| Expected Results: improvement of transport infrastructure less traffic accidents solving traffic problems creates preconditions for opening of new businesses creates preconditions for better connections with other parts of the town | Target Group(s): Citizens live in the area Society |
| Possible Stakeholders : | Possible Contributions to the Project: |
| Municipality | Project manager, financial support, technical assistance |
| Developers | Technical assistance |
| Society | Opinion, comments |
| Prerequisites : correspondence to Master Plan completed financing feasibility study | Risk Factors : financing |
| Estimated Costs : Total costs: 70,000 Sk. | |
| Time for Implementation : September 2004 | Time to Impact : November 2004 January 2005 |

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| Project: Matejovce Housing Project: Zoning, Technical Planning, Hard Infrastructure | | Program Type(s): Hard Infrastructure Public Investment, State Fund for Housing Development | |
| Short Description of the Project Demographic statistical data for the year 2003 affirms supposed negative trends of the number of citizens of the city of Poprad for the next years. The number of inhabitants of the city continuously declines and it reached 55 680 citizens of which were 28 881 (51,87 %) females in December 31st 2003. The number of citizens in the district of Poprad was lower in 2002 than in the previous year and this fact is the same for the year 2003. Dynamics of natural movement of population has declined rapidly from the year 1990 in Poprad. From the value 631 by 958 births and 327 deaths in the year 1990 till 126 (494 births and 368 deaths) in 2003. Migration balance has ran into negative numbers from the year 1996 to 2003 and the share of emigrants has been going up from the year 2000. Decrease caused by migration was represented by -105 people in 1996 but in 2003 it was even -426 people. The development of completed flats has been not favourable in the Poprad during the last years. The number of completed flats is really low in comparison to the year 1989. While in 1989 there was built 1209 flats in the district of Poprad in 2003 it was 295, in 2002 it was 205, in 2001 it was 228, in 2000 it was 270, in 1999 it was only 339 flats, in 1998 it was 137 flats and in 1997 it was only 119 flats. The number of individual building houses represents 74.6 % from the amount. The housing stock included 28 205 flats, with density 3.47 person per flat, in the district of Poprad in 1991. This situation is under the Slovak's average one because for instance in 1996 the average housing stock was 29 757 flats with 3.43 person per flat. During 1995-2000 there was built 966 flats in the district of Poprad, which was less than before the 1990 per one year. All those facts definitely effect housing conditions in Poprad and present some negative trends that have to be come with. Politicians as well as representatives of municipality have prepared Housing Policy Strategy for 2002 - 2004. Main goal of the Strategy is increase number of finishing flats and houses by promotion of construction. Municipality decided to use as much as possible of affordable resource from the State Found for Housing Development and EU funds. Objective of Matejovce housing project is to developed an urban study (zoning, technical planning) and create preconditions for single or semidetached houses building. Project will create about 10 - 15 plots for private houses in Matejovce Cadastre and improve land quality by building hard infrastructure. Strong financial effect will be achieved mainly by improving the land quality by building hard infrastructure. | | | |
| Expected Results: Zoning, technical planning Development of preconditions for housing construction and improvement of hard infrastructure | | Target Group(s): Citizens Developers | |
| Possible Stakeholders : Municipality Developers Society Citizens | | Possible Contributions to the Project: Project manager, financial support, technical assistance Co-financing, technical assistance Opinion, comments Purchasers | |
| Prerequisites : Correspondence to Master Plan Completed financing Environmental balance | | Risk Factors: Very high costs for improving the land quality Not very high favourable location Lack of interest | |
| Estimated Costs : Total costs: 1,000,000 Sk. Municipality 75%: 750,000 Sk. SFHD 25%: 250,000 Sk. | | | |
| Time for Implementation : July 2004-December 2004 | | Time to Impact: September 2004 January 2005 | |

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| Project: Stráže Housing Project: Zoning Technical Planning, Hard Infrastructure | | Program Type(s): Hard Infrastructure Public Investment, State Fund for Housing Development | |
| Short Description of the Project Demographic statistical data for the year 2003 confirms negative trends in the number of citizens of the city of Poprad for the next years. The number of inhabitants of the city continuously declines reached 55, 680 citizens of which were 28 881 (51,87 %) females in December 31st 2003. Dynamics of natural movement of population has declined rapidly from the year 1990 in Poprad. From the value 631 by 958 births and 327 deaths in the year 1990 till 126 (494 births and 368 deaths) in 2003. Migration balance has ran into negative numbers from the year 1996 to 2003 and the share of emigrants has been going up from the year 2000. Decrease caused by migration was represented by -105 people in 1996 but in 2003 it was even - 426 people. The development of completed flats has been not favorable in the Poprad during the last years. The number of completed flats is really low in comparison to the year 1989. While in 1989 there was built 1209 flats in the district of Poprad in 2003 it was 295, in 2002 it was 205, in 2001 it was 228, in 2000 it was 270, in 1999 it was only 339 flats, in 1998 it was 137 flats and in 1997 it was only 119 flats. The number of individual building houses represents 74.6 % from the amount. The housing stock included 28 205 flats, with density 3.47 person per flat, in the district of Poprad in 1991. This situation is under the Slovak's average one because for instance in 1996 the average housing stock was 29 757 flats with 3.43 person per flat. During 1995-2000 there was built 966 flats in the district of Poprad, which was less than before the 1990 per one year. All those facts definitely effect housing conditions in Poprad and present some negative trends that have to be come with. Politicians as well as representatives of municipality have prepared Housing Policy Strategy for 2002 - 2004. Main goal of the Strategy is increase number of finishing flats and houses by promotion of construction. Municipality decided to use as much as possible of affordable resource from the State Found for Housing Development and EU funds. Objective of Stráže housing project is to developed an urban study (zoning, technical planning) and create preconditions for single or semidetached houses building. Project will create about 10 - 15 plots for private houses in Stráže Cadastre and improve land quality by building hard infrastructure. Strong financial effect will be achieved mainly by improving the land quality by building hard infrastructure. | | | |
| Expected Results: Zoning, technical planning Development of preconditions for housing construction and improvement of hard infrastructure | | Target Group(s): Citizens Developers | |
| Possible Stakeholders : | | Possible Contributions to the Project: | |
| Municipality | | Project manager, financial support, technical assistance | |
| Developers | | Co-financing, technical assistance | |
| Society | | Opinion, comments | |
| Citizens | | Purchasers | |
| Prerequisites : Correspondence to Master Plan Completed financing Environmental balance | | Risk Factors : Very high costs for improving the land quality Not very high favourable location Lack of interest | |
| Estimated Costs : Total costs: 1,000,000 Sk. Municipality 75%: 750,000 Sk. SFHD 25%: 250,000 Sk. | | | |
| Time for Implementation : July 2004-November 2004 | | Time to Impact: September 2004 January 2005 | |

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| Project: Multifunctional Sports Hall | | Program Type(s): Infrastructure Public Finance | |
| Short Description of the Project <p>The official report "Development of the Town in Period 1999-2002" accepted that the main tasks for the period are divided into four areas: construction and environment, social area, support for the culture, sports and education, and regional co-operation and self-government development. Poprad as a previous candidate town for the Olympic Games has a well prepared Master Plan that focuses on sports facilities; however, construction of sports facilities within the town has not occurred. Decision makers together with private businesses proposed the development of a Congress Hall many years ago but were unable to secure the necessary resources. Newly elected members of the local parliament suggested the preparation of a technical document for a Multifunctional Sport Hall with possible use for congresses. The multifunctional and multi-use Sports Hall is a big project (approximately 2 million Sk.) and will be co-financed by EU funds. One of the basic conditions for the application is a building permit and therefore the municipality of Poprad must prepare supporting technical documentation to achieve this.</p> <p>The project will open the possibility to organizing and holding sport as well as cultural events in Poprad, and the Hall will also provide enough room for congresses to take place. Such a center will be unique within the Region of the High Tatras, and it is envisaged that the multifunctional sports hall will be used by public, as well as private and NGO, sectors. The Sports Hall will provide a number of rooms also for use by private companies, indirectly creating new jobs. Covering of marketing gap will be one of possible economical effect. Best practice shows that such complex spend enormous money for maintenance and therefore is evitable to construct the hall in a way that it creates a places for businesses and leisure activities for covering them. These activities will provide services either for citizens or for tourist.</p> | | | |
| Expected Results: Construction documentation, EIA Precondition for EU funds | | Target Group(s): Sport clubs Sport community Citizens Businesses Tourists | |
| Possible Stakeholders : Municipalities Private businesses Sport clubs Public donors | | Possible Contributions to the Project: Project manager, financial support, technical assistance Technical design Promotion, technical assistance Financial support | |
| Prerequisites : Correspondence to Master Plan Clarified ownership Completed financing from different sources | | Risk Factors : Public donors co-financing | |
| Estimated Costs : Public finance: 1,850,000 Sk. | | | |
| Time for Implementation : August 2004-January 2005 | | Time to Impact : First evaluation after 1 month Second evaluation after 3 months Third evaluation after 5 months | |

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| Project: Reconstruction of the Football Stadium in Poprad-Stráže | | Program Type(s): Sport Facility Public Investment, Structural Funds | |
| Short Description of the Project Poprad Stráže Football Club represents Poprad in football league. Main support of the municipality is oriented to the Poprad and Velká football courts although those clubs dropped out from the contest. Representatives from the Stráže Football Club asked decision makers for support their activities focusing on reconstruction of Football Station. Politicians suggested to prepare technical documentation and financial study for the project. Project itself supports football community in Stráže and improves sport and cultural activities in one urban part of Poprad. There is no direct financial effect by implementation of the project but on the other hand cost benefit analysis points many facts that can improve quality of life of citizens in Poprad. Implementation of project creates opportunity for youth and football players to use actively spare time and prevent them from crime and alcohol. | | | |
| Expected Results: Technical documentation, financial study Building permission | | Target Group(s): Football clubs Youth Citizens | |
| Possible Stakeholders : | | Possible Contributions to the Project: | |
| Municipality | | Project manager, financial support, technical assistance | |
| Football clubs | | Co-financing, technical assistance | |
| Donors | | Co-financing | |
| Citizens | | Voluntary work | |
| Prerequisites : Completed financing Clarified ownership | | Risk Factors : Co-financing | |
| Estimated costs: 250 000,- Sk | | | |
| Time for Implementation : September 2004 | | Time to Impact: November 2004 | |

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| <p><i>Project:</i> Reconstruction of Velká Neighborhood</p> | <p><i>Program Type(s):</i> Urban Development, Hard Infrastructure Project for Public Investment</p> |
| <p>Short Description of the Project</p> <p>The municipality of Poprad consists of six suburbs which had started to be revitalized in 1996. Priority was given to the center of Poprad as a main part of the suburbs; this was followed by the center of Spišská Sobota as a main historical part of Poprad, and the third chosen center for reconstruction was the center of Velká. The reconstruction of the Velká neighborhood was started in 2002 and the II. phase of the project should be finished in 2004. This project is focused on the hard infrastructure (e.g. water supply pipes, sewage, telecommunication cables, electricity supply) as well as on the architectural revitalization of neighborhood.</p> <p>The economic effects would be many; the most important being the modernization of infrastructure, improvement of environment, support for SMEs and support for tourist-oriented businesses. The reconstruction of the Velká neighborhood will open possibilities and create preconditions for new investments in that part of the town, serving to reduce the unemployment rate in Poprad by creating new jobs. Revitalization of center will create possibilities for new tourist attractions as well as for cultural events.</p> | |
| <p>Expected Results: Improves the hard infrastructure Encourages the development of private business Creates preconditions for new investments Intensifies the development of services</p> | <p>Target Group(s): Community Business community Society</p> |
| <p>Possible Stakeholders :</p> | <p>Possible Contributions to the Project:</p> |
| <p>Municipality</p> | <p>Project manager, financial support, technical assistance</p> |
| <p>Private businesses</p> | <p>Developer, technical support</p> |
| <p>Society</p> | <p>Comments, ideas</p> |
| <p>Prerequisites : Building permit issued Ownership clarified Completed financing from different sources</p> | <p>Risk Factors: Low budget in comparison to the value of the project</p> |
| <p>Estimated Costs : II. Phase: 4,260,000 Sk.</p> | |
| <p>Time for Implementation : II. Period Commencement: Within 2004</p> | <p>Time to Impact: First evaluation: after 1 month of operation Second evaluation: after 6 months of operation Third evaluation: after one year</p> |

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| Project: Revitalization of Matejovce Neighborhood | | Program Type(s): Hard Infrastructure Public Investment | |
| Short Description of the Project Even though the town of Poprad is the 10 th largest town in Slovakia, fewer blocks of flats have been developed in the last ten years than during 1988 alone. While the population has declined, there is a rise in the number of people per square meter in these flats. Elected members of the local council started to consider this reality and according the Master plan of Poprad, have chosen an area for single housing construction site. One possible site for such kinds of activities is Matejovce. The project is focused on the development of an urban study, a feasibility study and technical documentation. Very strong economic development effect can be achieved by improving the land quality (development of hard infrastructure) and creating some preconditions for single housing construction. | | | |
| Expected Results: Urban study, feasibility study, technical documentation Development of preconditions for housing construction and improvement of hard infrastructure | | Target Group(s): Decision makers Citizens Developers | |
| Possible Stakeholders : | | Possible Contributions to the Project: | |
| Municipality | | Project manager, financial support, technical assistance | |
| Private businesses | | Co-financing, technical assistance | |
| Society | | Opinion, comments | |
| Citizens | | purchasers | |
| Prerequisites : Correspondence to Master Plan Completed financing Environmental balance | | Risk Factors : Non attractive area for purchasers Very high costs for improving the land quality Proximity of industrial zone | |
| Estimated Costs : 300,000 Sk. | | | |
| Time for Implementation : August 2004-October 2004 | | Time to Impact : First evaluation after presentation of urban and feasibility study Second evaluation after presentation of technical project | |

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| Project: Social Housing for Roma's Community | | Program Type(s): Hard Infrastructure Public Investment, Structural Funds | |
| Short Description of the Project Population of Poprad is about 50 000 citizens and the Roma's community is represented by less than 1% of population. Regardless of this municipality must cope with many problems connecting to the community especially near by the centers of urban parts of the town. Aim of the project is pointed to the community that is located in Matejovce. Roma's families have live exactly in the town centre for many years and they completely destroyed the building. Municipality of Poprad did not invest a lot of money to maintain the house and presently the town hall has got some warnings from public administration about the condition of building. Decision makers decided to revitalize the centre and to find appropriate location for new social housing. After a long discussion with stakeholders an area was chosen. Project is solving not just a housing problem but also employment of the community mainly by self-employment. Project is focused on development of urban study, feasibility study and technical documentation for building permission. | | | |
| Very strong economical effect can be achieved mainly by helping Roma's families to build houses in very good quality standard and at the same time to provide them with jobs. | | | |
| Municipality will provide 10 % of financial sources and 90 % will be applied from the Structural fund within the Operational program Basic infrastructure. | | | |
| Expected Results: Urban study, feasibility study, technical documentation Development of preconditions for housing construction and improvement of hard infrastructure | | Target Group(s): Decision makers Roma's families Developers | |
| Possible Stakeholders : Municipality Private businesses Society Citizens | | Possible Contributions to the Project: Project manager, financial support, technical assistance Co-financing, technical assistance Opinion, comments Comments | |
| Prerequisites : Correspondence to Master Plan Completed financing Environmental balance Estimated Costs : Total costs: 2,000,000 Sk. Municipality (10%): 200,000 Sk. Structural fund (80%): 1,600,000 Sk. State government (10%): 200,000 Sk. | | Risk Factors : Very high costs for improving the land quality Roma's community | |
| Time for Implementation : Application: From August 2004 Realization: 2005 | | Time to Impact : First evaluation: After presentation of urban and feasibility study Second evaluation: After presentation of technical project | |

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| Project: Street Reconstruction : Šrobárova and Tajovského | | Program Type(s): Hard Infrastructure Public Investment | |
| Short Description of the Project Streets are situated in South-East part of the settlement JUH V.,VI. The roads are currently in a very bad condition because of the old infrastructure and insufficient maintenance from 90s. These roads are asphalted but damaged. Project would like to solve the problem of connection those streets because the previous road plan created some barriers for cars not to use them as transport road. Although those barriers protect children commuting to school from the nearby block of flats the density of car has risen enormously and the mainly Šrobárova street is heavily used. Traffic jam can be solved by streets' reconstruction. This project is fully justified not only in the economic aspect but also in other aspects of life. With the implementation of this project, 3.000 inhabitants of this area would gain directly, respectively indirectly would gain about 6.000 inhabitants of surrounding areas. Asphaltting of this road creates possibilities for the spreading of the street in this key area. Project will save time for citizens, environment and there will be also economical effect because of petrol savings. Preparatory works (mark the line, demolish existing barriers, dig the ground etc.); Works of the lower base (cover with gravel, build the pier, build the tampon layer with compression from gravel, dig drainage canals, supply and set pipes etc.); Works of the upper base (cover with gravel, supply, transport, put and compress tar and gravel of 50cm thickness.). | | | |
| Expected Results : Improvement of traffic infrastructure Less traffic accidents Solving traffic problems | | Target Group(s): Citizens live in the area | |
| Possible Stakeholders : Municipality | | Possible Contributions to the Project: Project manager, financial support, technical assistance | |
| Developers | | Technical assistance, | |
| Society | | Opinion, comments | |
| Prerequisites : Correspondence to Master Plan Completed financing Building permit Project Motivation of the community to be involved in the project | | Risk Factors: Financing | |
| Estimated Costs : Total costs: 2,200,000 Sk. | | | |
| Time for Implementation : July 2004-December 2004 | | Time to Impact: January 2005 After one year | |