

CITY OF SMOLYAN



LOCAL ECONOMIC DEVELOPMENT
STRATEGY
2004-2007

Smolyan, Bulgaria
May, 2004

Disclaimer

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I INTRODUCTION

Local Government in CEE Countries

Local governments are increasingly making decisions and actions that have a long term impact on the local community. To ensure that these decisions and actions are undertaken in a consistent way, a clear and long-term perspective is necessary. This preferred direction, often called a vision, should be developed with strong and active participation from the local community. The use of strategic planning and management methodologies is a way for developing the vision and transferring the vision into successful programs, projects and actions.

Cities of Change Program

The World Bank and Bertelsmann Foundation decided to support ten cities from the Central and Eastern Europe region under the group heading of the Cities of Change network. Support provided under the Cities of Change program included the financing of network meetings, training in appropriate methodologies and the provision of technical assistance to initiate the development of five-stage local economic development strategies planning process. In devising programs and projects to fulfill the preferred vision for Smolyan municipality, this five-stage process included:

- Organizing the Effort
- Doing the Local Economy Assessment
- Preparing the Strategy
- Strategy Implementation
- Developing of the Monitoring and Evaluation System

In undertaking these stages, each of these stages were informed best practices. Below is a brief summary of the process and results of the work undertaken in the City of Smolyan.

Smolyan Municipal Government

Three governmental tiers of public administration exist in Bulgaria:

- State administration on the central level;
- Regional administration being fully dependent on central administration (no democracy and no council on this level); and,
- Municipal government as the only level of local government.

Important reforms on decentralization in Bulgaria were introduced in 1995 (Local Government and Local Administration Act) and in 1997 (Local Budget Act and Local Taxes and Fees Act). Mayors and members of a municipal city government are locally elected. The mayor has responsibility for chairing city council meetings and is head of the municipal administration. An administration consists of a city hall and other departmental units like budgetary units (otdel) and budgetary enterprises (zveno). The mayor has responsibility for selecting and recruiting departmental heads, and these heads report to the mayor. The financial plans of all departments are included in the municipal budget and must be agreed and approved by the city council.

Smolyan local government has a number of statutory responsibilities that include primary education, health service, culture, daycare, physical planning, the issuing of trade and construction permits, public asset management, the maintenance of local roads, household

waste collection, planning and budgeting. Water and wastewater services, electricity, and telecommunication services are managed by the state.

At the end of each annual financial planning cycle, municipal units and departments prepare an assessment of their “needs” for the next year. Often, those needs are higher than the budget will allow, and a final budgetary section is prepared on the basis of last year numbers making small corrections according to the department suggestions. A draft of the municipal budget is analyzed by deputy mayors and discussed with the mayor. After the mayor has accepted the draft budget, the draft is then presented to the full city council for discussion. After discussion, the council approves the budget. Then the head of each unit and the wider administration is informed of the resources that are available for them.

Organizing the Effort

In Smolyan, the Deputy Mayor with responsibility for Tourism and Investment initiated the local economic development (LED) process of updating of the LED strategy. The Mayor established an internal Interdepartmental LED Group (ILG) that consists of:

- Deputy Mayor (responsible for LED)
- Head of the Department of Architecture, Construction and Ecology
- Head of Finance Department
- Chief Architect
- Head of Legal Department
- Head of Construction Section
- Head of Land Management Section (Cadastre)
- Head of Municipal Ownership Section
- Head of Education, Culture and Health
- Head of Tourism and Investment

The ILG takes part in the LED stakeholder meeting and considers administrative issues relating to LED. The ILG meets on a monthly basis or on demand when necessary. Smolyan City Council, comprising of 29 elected members, has created two Commissions to oversee LED. The Budget and Economic Development Commission has six members and the Privatization, Municipal Property and Investment Commission has nine members. The Commissions sit prior to City Council meetings and provide expert and legal advice on the propositions and resolutions that the City Council is considering.

LED Stakeholder Group

With the Municipality having good relationships with representatives of the local community, a Stakeholders Group was identified and created to participate in the LED strategy development process. The Stakeholders Group consists of:

- Local Chamber of Trade and Industry Representative
 - Association of Rodophean Municipalities
 - Regional Development Agency
 - Local Industry
 - Local Hotel Owners
 - Representative of local restaurant owners
 - Local Media
 - Association of Potato Producers
 - Regional Tax Administration Office
-

- Local Office of the State Road Administration
- Local Water and Sewage Company
- Local Electricity Company
- Local Office of the Ministry of Culture
- Regional Inspection for Environment Protection.
- Other Departments of the Smolyan Municipality

Strategy Making Process

In 2001, the Deputy Mayor of Smolyan with responsibility for LED recruited an expert to develop a draft LED strategy document for the city. The first stakeholder meeting to discuss this document was held in February 2001. As a result of this meeting, stakeholders provided feedback on the content of the strategy. The strategy was approved without major changes and a decision was taken to update the strategy in the next year with stronger involvement of the local community during the process.

A second stakeholders meeting occurred in January 2002. The aim was to review new data collected, review problems and opportunities, and prioritize LED actions. As the attendance of this meeting was not sufficient (lack of SMEs representatives) the final goal has not been achieved. As a result of this, the leader of the LED section then met with the Head of the Chamber of Commerce and using a summary of the stakeholders meeting, conversations with SME representatives and earlier feedback and survey results, an LED vision, goals and objectives were proposed.

An internal ILG meeting was then held to discuss the proposition of LED programs. A third stakeholders meeting began from the presentation by the city team a structure of goals, objectives and programs. The stakeholders discussed and proposed some small changes that have been included in the final shape of the drafted strategy document. Then finally the new LED strategy document has been discussed and approved by Smolyan City Council in autumn 2002. After its approval, the document was published and was made available for the local community and visitors.

The current LED strategy document is the result of an evaluation and monitoring review undertaken during the period November 2003 to May 2004. This update coincided with a new political administration following local elections held in October 2003. The revised strategy was informed by the development of a Tourism Development Strategy for Smolyan that identified data on the state of infrastructure, tourist and tourism-related services, and took into consideration stakeholders opinions and views. This process resulted in the identification of a full inventory of projects into implementation phase, in preparation and such expected funding approval. Consequently, in May-July 2004, a process of profiling all of the municipal real estate property will be accomplished in order to allow for the better management and investment promotion.

Structure of Smolyan Municipal Government

Consisting of 86 villages grouped around eight neighborhoods, the City of Smolyan has an elected mayor and small office employing forty people in total. The Municipality of Smolyan employs 88 people in the City Hall, and 320 in total. Smolyan city council consists of 29 elected members.

2003-2004 Municipal Budget(in BGN)

Budgetary Revenues	2003	2004
Total Revenues	13,782,454	13,719,767
<i>Own Revenues</i>	<i>4,448,084</i>	<i>4,734,740</i>
Tax Revenues	1,017,582	998,740
Revenues from Selling Property	640,071	750,000
Other Own Revenues	2,790,431	2,986,000
<i>Subsidies</i>	<i>9,334,370</i>	<i>8,985,027</i>
Subsidies for Capital Improvement	757,293	252,000
Subsidies for Operation	8,577,077	8,733,027

Bulgarian Leva = BGN1.64 = \$US1

Budgetary Expenditure	2003	2004
Total Expenditure	14,079,161	14,355,625
<i>Operating Expenditure</i>	<i>12,129,880</i>	<i>13,233,200</i>
Personal Expenditure	7,056,887	7,588,846
Goods & Services	5,072,993	5,115,828
Other operating expenditures	-	528,526
<i>Other Current Expenditure</i>		<i>205,000</i>
Capital Improvement Program Expenditure	1,949,281	917,425

Bulgarian Leva = BGN1.64 = \$US1

Structure of Expenditure By Activities	FY 2003		Plan for FY 2004	
	Bulgarian Leva (lv)		Bulgarian Leva (lv)	
Administration	2,780,440	19.7%	2,279,452	15.9%
Education	6,087,813	43.2%	6,183,673	43.1%
Health Care	619,565	4.4%	560,116	3.9%
Social Services	886,222	6.3%	1,202,620	8.4%
Housing, Communal Services	928,934	6.6%	1,078,830	7.5%
Culture and Recreation	939,793	6.7%	1,079,224	7.5%
Economic Activity and Services	1,763,454	12.5%	1,658,193	11.6%
Others	72,940	0.5%	313,517	2.2%
Total	14,079,161	100%	14,355,625	100%

Bulgarian Leva = BGN1.64 = \$US1

II. LOCAL ECONOMY ASSESSMENT

The aim of the local economy assessment is to create an economic profile of the community that highlights the basis of its comparative advantages and disadvantages from both an internal and external perspective. Research is a key initial effort, next is sharing this information with stakeholders and working with them to identify critical issues for local economic development, so that they may influence the visioning process. Also important is the review of comparative information on the competitive position of neighboring communities and other regional, national or supranational competitors.

Geographical Position

Smolyan Municipality encompasses the town of Smolyan and 87 settlements, 48 of which are mayoralties. Smolyan is situated in southern Bulgaria in the central part of the Rhodopes. The Vacha River Valley divides the West Rhodopes in two parts: Batak-Dabrak and Perelik-Prespa. The Smolyan Hollow, in which the town of Smolyan is situated, is in the Perelik-Prespa part. The municipality covers 844 square kilometers and coniferous woods cover approximately 67 percent of the municipality. With a mountainous relief, the municipality lies between 800 and 2,191 meters above sea level, the highest point peak in the Rhodopes (Perelik). The climate is extremely mild, being cool in summer and soft in winter. The area is characterized by clean air, natural beauty and preserved fauna, factors considered to be important in the development of winter and summer tourism. The beautiful nature contrasts with many Brownfields left by restructuring of economy and relatively many unfinished family houses.



Source : Smolyan Municipal Web site

Demography

There are eight local councils and 86 towns and villages in the municipality. In 2001, the municipality had a total population of 47,458 (23 115 men and 24,343 women). The natural rate of growth in population since 1993 has been negative. During 1997 and 1998, a 4 percent growth rate was observed. In 1994, Smolyan had a population of was 50,954. Between 1994 and 2001, Smolyan's population decreased by 3,500 people (7%) as a result of negative natural growth and migration. An alarming factor is that while the active population and the

population above active age keeps approximately the same level from 1992 to 1999, the group under active age for the same period has decreased from 11,870 to 8,205 citizens, i.e. a drop of 3,665 in children and youth group. The population of Smolyan is not only decreasing but also getting older. At the end of September 2001, almost 12,400 were employed with close to half being employed by private sector. The average level of unemployment in 2001 was 18 percent.

Tourism

The municipality boasts favorable climatic conditions, a variety of the plant and animal life, well preserved traditions, customs and architecture. Located ten kilometers from Smolyan, the renowned Pamporovo resort has an excellent hotel base, numerous holiday homes, ski facilities and associated attractions. Several cultural and historical sites exist in the municipality including the medieval castle of Agoushevi Konatsi. Other notable features include the feudal mansion of Alibeev Konak and the architectural and ethnographic reserves in the Shiroka Laka Dolno Raikovo district. In total there are six interesting tourist sites:

Rozhen Mountain Meadows: As a Karst no-drainage hollow connecting the Perelik and Prespa parts of the Rhodopes, the area is historically associated with the uniting of the Rhodope Mountains into the Bulgarian state in 1912. This is a site of national significance as traditional place for families that lived on both sides of the previous border. For the last 100 years it has been the site of the national Rhozhen Folklore Festival that takes place every four years.

The Village of Shiroka Laka: This is one of the best-preserved villages in the Central Rhodope area not only for the architecture significance of its houses but also for the small craft workshops. Shiroka Laka is also famous as the setting of the Masquarade Mummies' games, held there the first weekend of March.

Architectural monuments in the town of Smolyan:

Cheshitska mahala in Dolno Raikovo District, Smolyanq is a neighborhood that has preserved the architecture and spirit of the Bulgarian Revival period, with its lively stone and whitewashed Rhodope houses that host cozy pubs and commercial sites. The Lazlo Nagi Museum is associated with the great Hungarian poet who translated and published Rhodope folklore songs and legends into his native language. Over a hundred buildings in Smolyan have been classified as an architectural monument.

The early Christian Basilica in the Mogilata area near Smolyan dates from the 4th Century and is an archaeological monument of national importance. Smolyan's art gallery was founded in 1964, and in 1983 it was moved to a specially designed building, where it has 1,000 square meters of exhibition area. The History Museum in Smolyan hosts a permanent exposition boasting more than 3,000 artifacts from the pre-historic to the contemporary period.

Smolyan also features two tourist sites that present specific tourist opportunities. The National Astronomical Observatory "Rozhen" is the largest observatory on the Balkan Peninsula and the best planetarium in Bulgaria. Natural resources surround Smolyan and attract numerous tourists. The Lake area with its small housing facilities perched on the surrounding hills is a preferred site for picnics and weekend tourism to both residents and tourists. The rock formations west and north of the town form a spectacular ring and include hiking trails that lead to local tourist sites including the Orpheus rocks, the Maids Temple and Turlata.

In the nearby Upper Arda River area tourists can visit the Uhlovitza Cave and the stone bridge called the Passage Cave. The Garga Trail allows tourists to enter the three wild caves, and provides a combination of boating and wading through an underground river. Also available is a ride on an alpine trolley, rock climbing and mountain bike trails.

Education

Ten local kindergartens exist of which six are combined with nurseries. There are four primary and three general education secondary schools. A foreign language secondary school and a mathematical secondary school also operate in the town. There are also six state technical schools and a vocational secondary school of applied arts.

The largest school in the Smolyan municipality is the First Secondary School "Sveti Kiril i Metodiy". 1,040 pupils from the 1st to the 12th class are educated there in 44 divisions. The divisions of the primary course are profiled into fine arts, choreography, music and early foreign language learning. There are specialized classrooms for all of these subjects and two computer rooms. In the recent years the pupils of the Mathematical Secondary School "Vassil Levski" are educated in the following profiles:

- Informatics, mathematics and English
- Informatics, mathematics and either English or German language
- Biology, chemistry and a either English or German language.

Transport and Infrastructure

Accessible only by road, Smolyan has a road network measuring 461 kilometers. Inter-settlement transport is undertaken by small sized buses and Smolyan is served by fifteen transport firms with eighty-six buses and numerous taxis. Though the town is supplied with water from twenty-two springs, water provided for drinking and domestic use is inadequate and there are no purification plants for wastewater in the municipality. The wastewater system covers only fifty percent of the city of Smolyan and in many settlements it does not exist at all.

Telecommunication services, electricity and water supplies are generally good. Smolyan has a relatively well-developed social services system. The city boasts numerous cultural institutions, a good education system with two universities, a developed healthcare system with a regional hospital situated in Smolyan.

Finance and Industry

There are twelve branch offices of banks and more than ten insurance companies. Light industry is well developed, represented by textile, tailoring and dairying enterprises, and enterprises for the production of bread, breadstuffs and sweets. The majority of firms that operate in the wood production and woodworking industry are private.

The mainstay of the municipality's economy is "Gamakabel", a private company that produces various kinds of cables and serves the national and international market. ZMM produces metalworking and woodworking machines and tools. Many building companies function in the municipality. These firms have the material, technical expertise and manpower to undertake various kinds of construction and installation work.

Agriculture and Livestock

Agricultural land accounts for approximately 25 percent of the municipality. The cultivable land is 106,000 hectares, including 21,000 hectares of cornfields, 59,000 hectares of meadows, and 11,000 hectares of commons and pastures. The agricultural lands are small-

sized, scattered and far from the road network.

Land suitable for cultivation is primarily situated on the mountain slopes and the river valleys. Potato production is the main branch of plant growing in the municipality. The municipality produces the Rhodope potato which is well known for its quality throughout the country. Unfortunately, there is no controlled market, which accounts for the reduction of the sown areas. Livestock is reared primarily by individual producers each possessing a few animals. There are several larger cattle and poultry farms on the municipality's territory

Sales, Employment and Productivity

Below there is a short picture of social cross-section of the community of Smolyan and employment data. So as to obtain a clear and true picture of local economy, the city established a partnership with the local statistics and local tax office to identify key trends and characteristics. As a result of that collaboration, the diagrams below were produced and show key characteristics of major economic activities that are undertaken in the municipality, including change in sales, employment and productivity in major sectors of the local economy. These dynamic of changes can be observed over the last 3-4 years. There are also global data on Smolyan's economy and data on communal infrastructure and services.

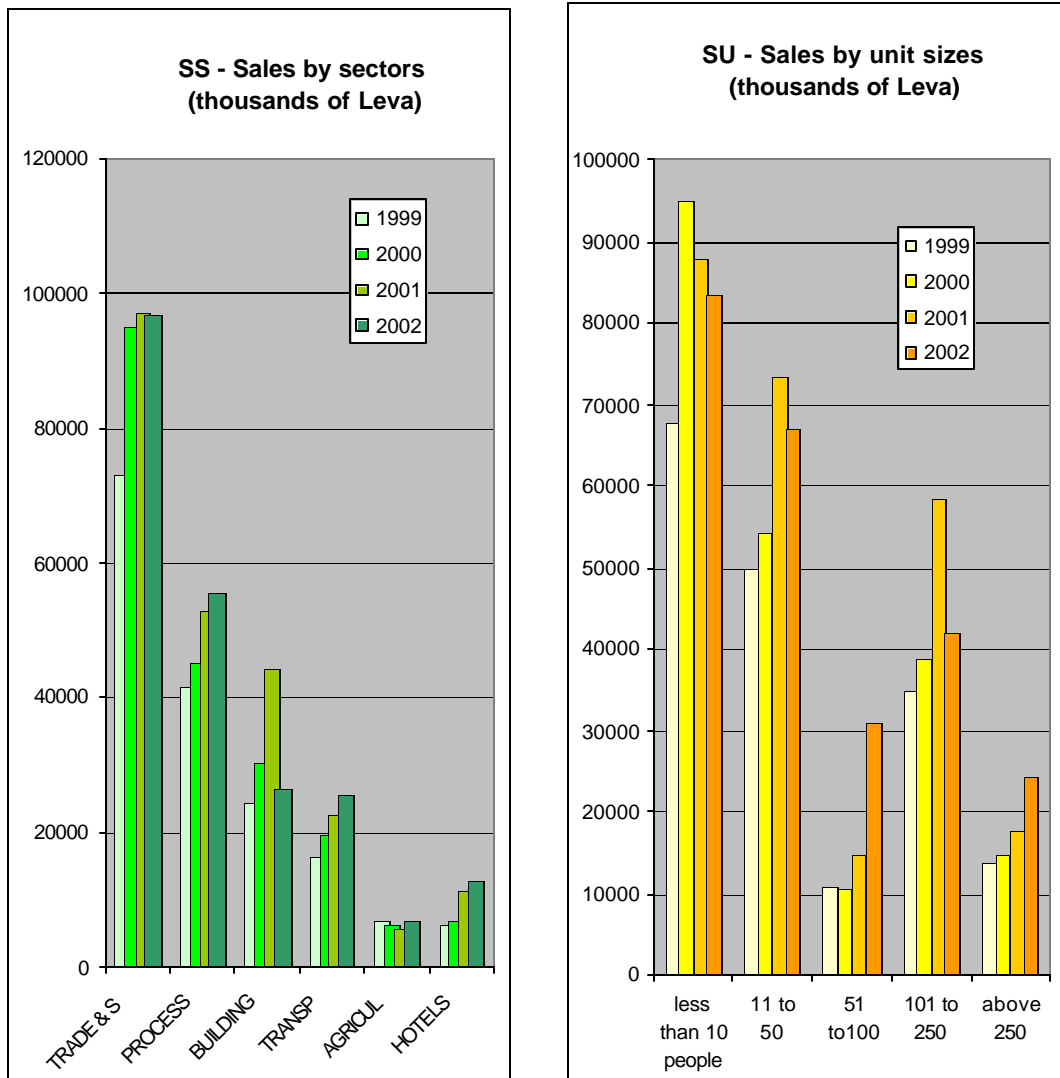


FIG 1.

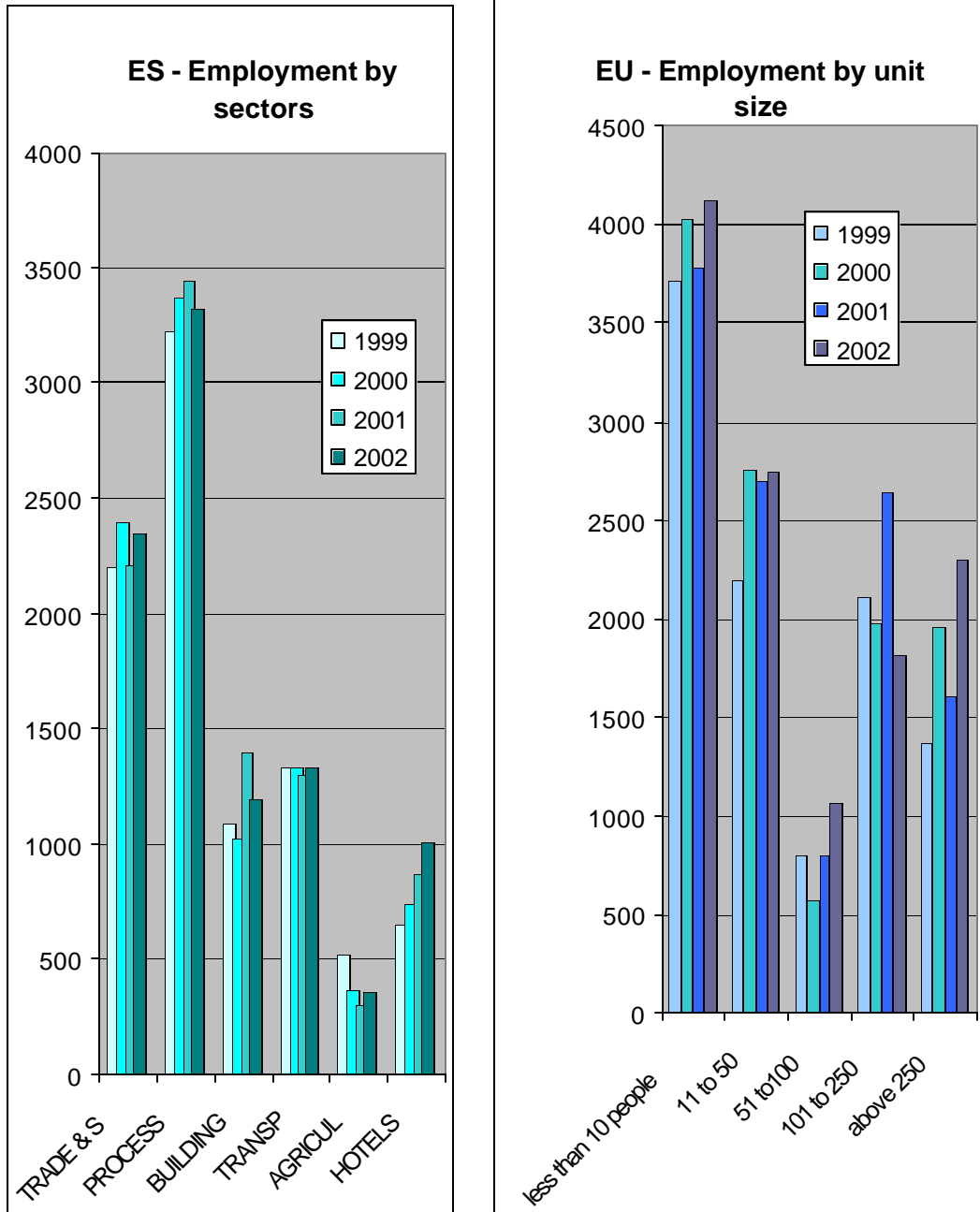


FIG. 2

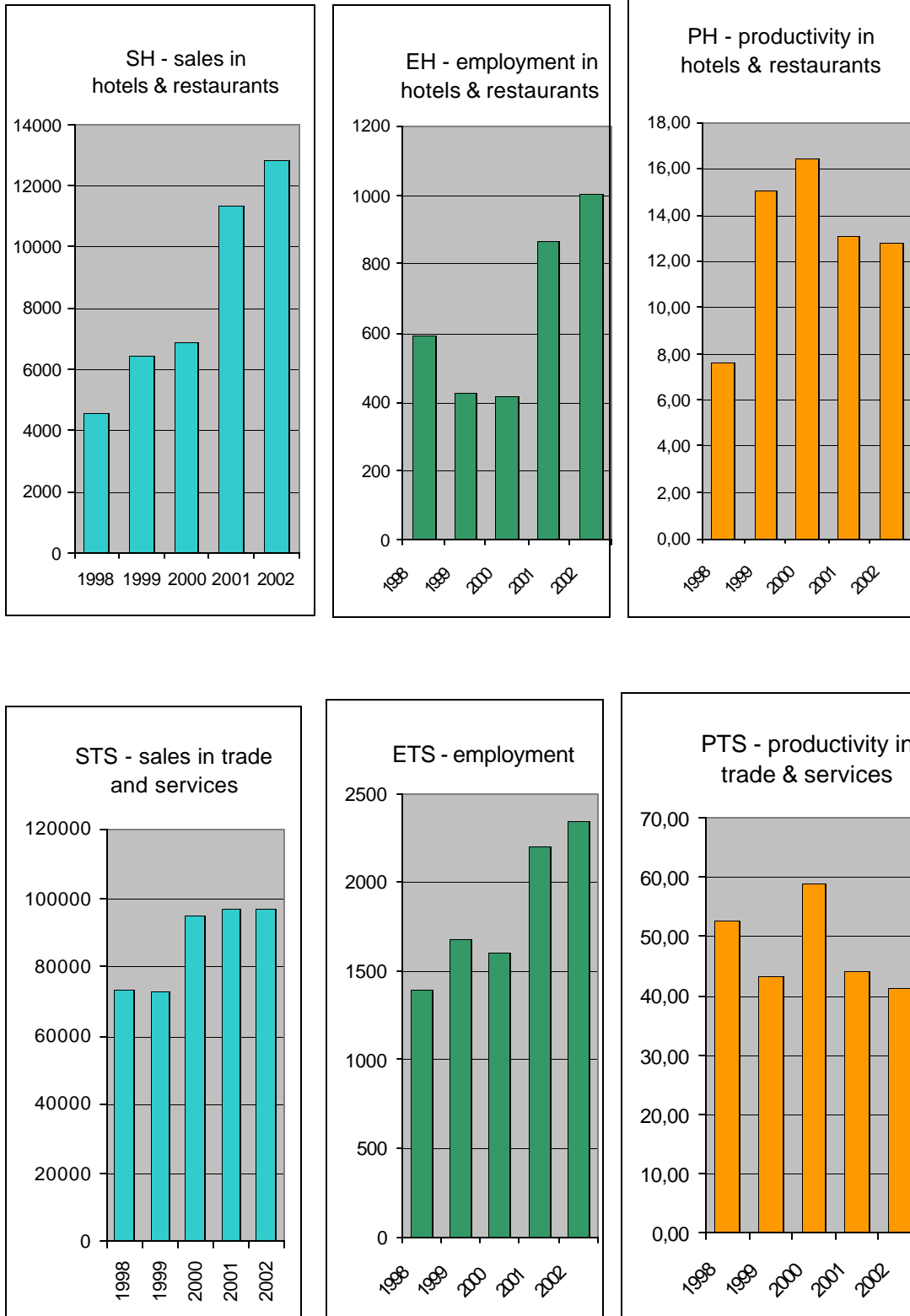
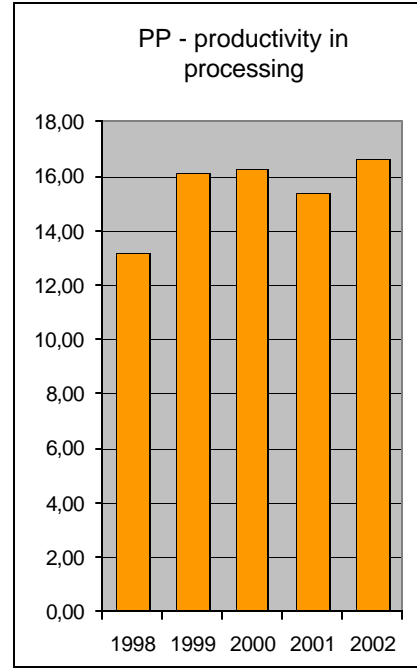
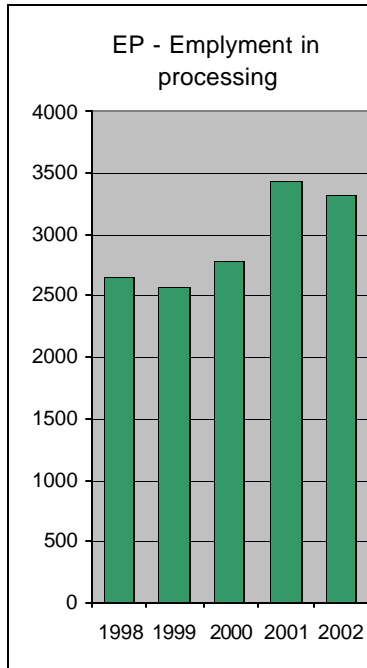
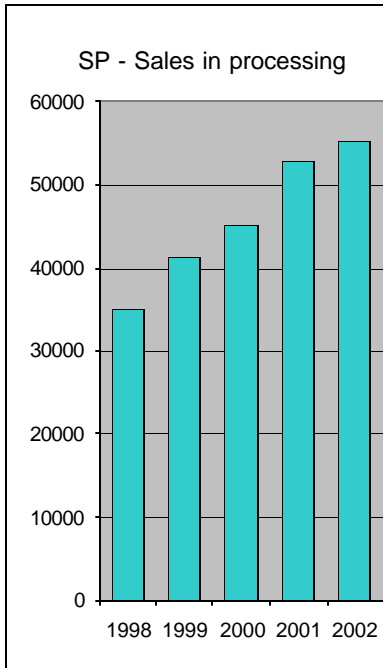
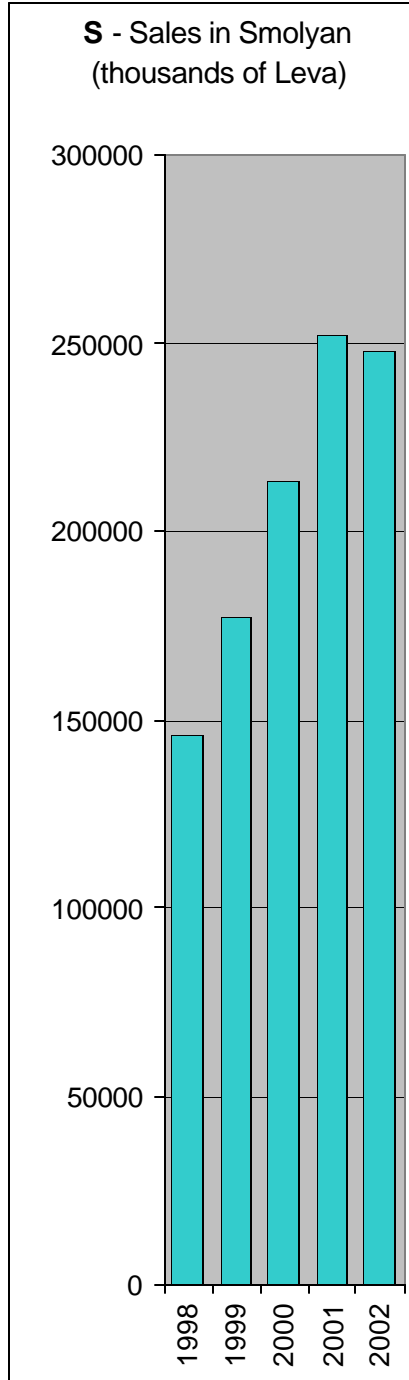
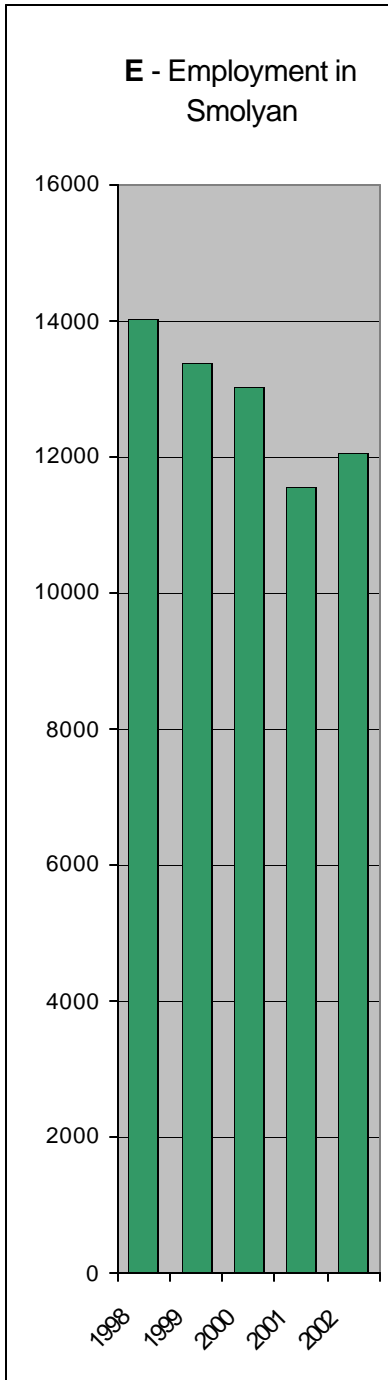


FIG. 3.

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)





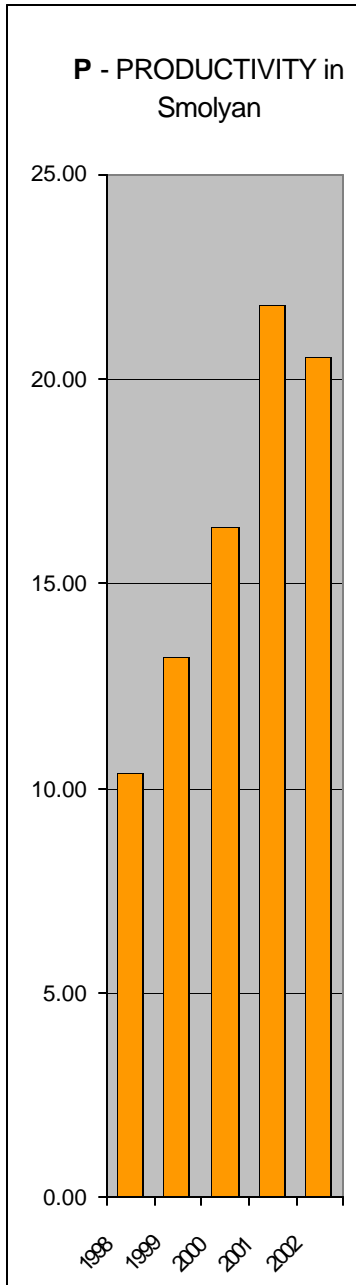


FIG. 5.

Looking at the diagrams one can observe that during the four years from 1998 to 2002, sales by local business increased by nearly by 70 percent. In the same period, employment was decreasing from 1998 to 2001. 2002 was the first year when employment began to increase. These changes are related to a high increase in productivity. During the years 1998 to 2001, productivity in Smolyan increased by 100 percent and stabilized in 2002. Analyzing sales and employment by sectors major activities giving employment and sales are: trade and services and processing industry. Next group is formed by construction and transportation, but in construction huge decrease can be observed in 2002, when transportation is growing smoothly. The last group is comprised of agriculture, hotels and restaurants, where the tourism sector is the fastest growing one in the municipality.

Diagrams of specific sectors show that progress has occurred in processing, where sales, employment and productivity increased permanently during the last five years. Large increases can be observed in hotel and restaurant activity, where sales in 2002 were nearly three times higher than in 1998. Productivity in this sector was not very high as these are mostly small family hotels. A remarkable drop is observed in construction in 2002. Looking at a breakdown of sales and employment by unit size one can see that highest position have small firms (below 10 employees) and about 70% of sales and employment belong to those which employ less than 50 people.

In conclusion it is visible that a long term LED strategy in addition to tourism and agriculture, should also create the right conditions for the development of an environmental friendly processing industry and for SME development in general.

Competitive Comparison of Data on Tourism Development with the Municipality of Bansko

	SMOLYAN	BANSKO
DISADVANTAGES	<ol style="list-style-type: none"> 1. Remoteness from the capital - 250 km from Sofia, according to the specific relief the average travelling speed is lower - 40km/h compared to the normal average speed for II class roads - 60km/h, which significantly increases the traveling time 2. Not enough strong developed economy 3. Lack of internal and foreign investments 4. Migration trend 5. The town of Smolyan is not so popular as a tourist center. 6. Insufficient sport infrastructure 7. Small number of marked pedestrian walks 8. Lack of high category hotels: no 4/5 star hotels 	<ol style="list-style-type: none"> 1. Low-developed economy – predominance of woodcutting, wood-processing and furniture enterprises 2. Municipality does not have the advantages of the big city - as infrastructure, car parks, communications, and services 3. More severe climate 4. Predominating ski-runs of higher difficulty unsuitable for beginners 5. Not enough chair-lifts 6. Lack of serious potential for development of alternative tourist elements (forms) 7. Water supply and sewerage problems
ADVANTAGES	<ol style="list-style-type: none"> 1. Preserved pure and beautiful environment 2. Ecologically pure production - potato production, dairy and meat industry 3. High quality of life 4. Low crime rate 5. Emerging alternative tourism development 6. Proximity to the ski-resort Pamporovo 7. Rich cultural and historical heritage, as well as living heritage – crafts, traditions, folklore 8. Common border with the Republic of Greece 9. The town of Smolyan is both a municipal and regional center 10. Opportunities for construction of Sport Tourist Center “Perelik”, including several new ski-runs in total length about 25 km, altitude of 800 m 	<ol style="list-style-type: none"> 1. Proximity to the capital of Bulgaria - 160 km from Sofia 2. The town of Bansko is popular in Bulgaria as a tourist center 3. It offers many different and interesting cultural programs - there are 120 sites of cultural importance, lots of museums, artisan’s workshops and souvenir shops, 70 taverns 4. Spa resort, 6 km from Bansko - in the village of Dobrinishte, opened and covered swimming pools with mineral water, availability of high category hotels - 4 stars hotels 5. The total length of the ski-runs is longer and with better service, offering wider choice of winter sports opportunities than those in Pamporovo

Additional Data:

Other Relevant Data	SMOLYAN	BANSKO
Population	33,000	13,988
Unemployment rate	21.2%	13.84 %
In productive age	61.5%	49.44 %
Economically active	48.07 %	
SKI tourism infrastructure:		
Cabin lifts	None	6 km
Chair lifts	16.7 km	10 km
Bar-lifts	6 km	6 km
Other tourism forms	Emerging adventure tourism	Environmental tours in Pirin National Park
	Rural tourism	Rural tourism offer
Cultural offer	Rozhen folklore summit Youth Orpheus Celebrations	Annual Jazz Festival in Summer
	Popular local cuisine	Established musical product

Summary of Comparison

- Comparison with Bansko shows that using the image of Pamporovo Smolyan can still attract more tourists. There are natural conditions for improving of ski facilities what now makes limitations for further development of ski tourism.
- Length of ski lifts in comparison with number of winter visitors is highly insufficient.
- The unique Rhodope picturesque and clean environment as well as attractive climate in both winter and summer season and preserved original local Rhodope cuisine can also be treated as an asset in comparison with closer to Sofia better known Pirin Mountains region.
- Next opportunity in relation to Bansko is given by an advantage that the city of Smolyan is bigger and can offer more services. It is not only the Pamporovo resort but also a living regional center.
- Development of agro-tourism which is growing fast in Smolyan proves that visitors see the nature in the heart of Rhodopy as attractive and the sector has a potential to grow.

Summary of Opinions Collected

After collection and presentation of hard data some survey, meetings and conversations were held. Below is a summary of collected messages:

The major message from hotel owners:

- Smolyan is not yet a tourism center because it is not attractive enough (those who said it is a tourism center justified that with nature and clean air).
 - Major problems:
 - Bad roads inside the municipality and difficult access (only by bus)
 - Not enough sport and recreation infrastructure and other opportunities for leisure and fun
 - Only one attraction: skiing, and a lack of trails for hiking (with signs)
 - Major desired public sector partner is the municipality of Smolyan.
 - Lack of support from the municipality side, city should organize:
 - Construction of open and closed swimming pool
 - Tennis courts
 - Hiking trails with signs suitable for individual tourists
 - Some ski lifts just in Smolyan (without necessity to move to Pamporovo)
-

Business Opinion Survey Summary

- About 25 firms have been interviewed; majority of them was created after 1990.
- Major problems they declared were:
- Not enough big local market,
- Lack of capital
- State bureaucracy. They have problems with different inspections which are not enough transparent. No clear criteria, subjective decisions.
- Most of the firms declared small profit last year; some declared zero profit only one generated a big loss.
- Most of them has not new modern equipment, some of them bought some new in last year
- Most of the firm are equipped with computers, has internet connection.
- Most (22) firms sell products on local market, only 6 outside.
- Many have declared problems with receiving credits, but 12 of them received it last year.
- Most of them plan to improve quality of production and improve technology.
- They haven't had in 2001 serious problems with city utilities and transportation.

Conclusions

All the data and opinions collected and presented above as well as results of analysis of economical and competitive position of Municipality of Smolyan allows us to conclude the following:

1. Competitive position of the municipality of Smolyan has some important advantages as well as opportunities. Trends observed in the municipality in the last years prove an ongoing restructuring of local business and the continued growth of sales. A newly updated strategy can also have positive impact in the longer term giving needed synergy in efforts of both private and public sector development. However, serious consideration should be given to improving tourism products and competitiveness to increase tourism sales as a share of municipal GDP.

2. The Municipality of Smolyan cannot successfully, in longer term, continue its development without at least some support from the state government (improving of access road, opening of the border with Greece and support for the Perelic project). It means that a key factor for Smolyan's LED activity should be to develop a permanent lobbying effort at a central level in Sofia so as to encourage the necessary support in those areas outside the city's responsibility but which are crucial for removing basic limitations for further growth in Smolyan.

III. DEVELOPING THE LED STRATEGY

Both the local economy assessment as well as the knowledge and experience of stakeholders and specialists are major inputs for proposing the strategy for a city. Preparing of the strategy means:

- Creating a vision: a picture of the city in the future of 10, 15 or more years ahead
- Developing goals: they show more clear directions for development
- Developing objectives: they are to be specific enough to be measurable and the measures have to be established
- Propose programs: they should be chosen to achieve as much as possible in reaching the objectives above

The City of Smolyan LED team has successfully collected data and opinion but the stakeholder meeting to identify priorities attracted fewer people than expected. Consequently the city team prepared the updated strategy document on:

- Former strategy document
- Stakeholder feedback city received to the previous version
- Collected present opinions of stakeholders
- Surveys of business sector and hotel owners
- Local economy assessment in the table above

A number of goals was developed and proposed. The list was presented to the next meeting of internal LED team with representatives from hotel owners, the Chamber of Commerce and additional SMEs. The LED team has presented proposition of goals and objectives, and during the meeting, identified programs to fulfill goals. A summary of this meeting was developed by the municipal team and is outlined in the SWOT analysis below.

SWOT ANALYSIS

	INTERNAL	EXTERNAL
POSITIVE FACTORS	<p>Strengths Positive characteristics and advantages of the topic / issue / situation.</p> <ul style="list-style-type: none"> ➤ Very nice landscape and climate for living ➤ Excellent natural environment and air quality ➤ Attractive local folklore, art, dancing etc ➤ Skiing facilities in Pamporovo ➤ Family hotels and restaurants with excellent unique local kitchen ➤ Rhodopean food (agricultural produce of the municipality is recognized as one of high quality in Bulgarian domestic market ➤ Legal Framework requiring public revenues from tourism to be spent only for tourism support activities ➤ Consensus with tourism stakeholders on how to spend money for tourism, generated in the Municipal Tourism fund. ➤ Available educational infrastructure for tourism, lacking up-to date educational programs 	<p>Opportunities Factors, situations that can benefit, enhance or improve the issue, situation, or technique.</p> <ul style="list-style-type: none"> ➤ Smolyan and the Rhodopes are recognized in Bulgaria as a good healthy location for both living and visiting ➤ Prospects for development of hand craft businesses ➤ Enlarging the ski resort in the direction of Perelik mountain what should make the ski season longer ➤ Possible development of other sports (in summer) in the region (e.g. hiking, extreme sports – rafting, caving, rock climbing) ➤ Better access to and from Greece, if transport infrastructure improved (more influx of tourists) ➤ New border post is an opportunity too ➤ Development of environmentally friendly forms eco, -rural, recreation ➤ Establishment of Tourism Development consultative committee to support municipal decision-making regarding tourism ➤ Establishment of Business-orientation program, operated by NGO to provide information and advice to business on how to get access to EU funding resources. ➤ Establish partnership between educational institutions and employers association for development of programs meeting the market demand for man power

<p>NEGATIVE FACTORS</p>	<p>Weaknesses Negative characteristics and disadvantages of the topic / issue / situation.</p> <ul style="list-style-type: none"> ➤ Poor regional transport infrastructure ➤ Lack of infrastructure for sports and entertainment ➤ Insufficient capital for businesses ➤ Lack of knowledge and experience in business activity ➤ Difficulty for businesses in receiving bank credits ➤ Stifling bureaucracy and tax level ➤ Insufficient promotion of the region to tourists ➤ Too many imported food products that could be produced locally ➤ Local firms sales are mostly on the local market ➤ Lack of knowledge in accessing EU funds ➤ Lack of adequate skills in employees in tourism 	<p>Threats Factors, situations that can hinder the issue, situation, or technique.</p> <ul style="list-style-type: none"> ➤ Construction of road to Greece is postponed ➤ Too short winter season (for skiing) ➤ Poor sustainability of local business ➤ Lack of experience of free market economy/ entrepreneurial attitudes ➤ Lack of foreign and domestic investments (can the Perelic project attract an investor?) ➤ Too many Brownfields causes that the city has not a face of tourist center (can it attract more tourists?) ➤ A better competitive position of Bansko ski-resort after its modernization in 2002-2003
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CITY OF SMOLYAN ‘VISION TO PROJECTS’ MATRIX

Vision	Goals	Objectives	Programs	Projects
<p>Smolyan will become a priority destination for tourists in the region and a city with a strongly developed private sector</p>	<p>G1: To improve the living conditions in the city for stopping the decrease of population and for increasing tourist attractiveness of Smolyan municipality</p>	<p>G1:O1: To raise the quality and standards of waste water networks and road infrastructure for better business and community development</p>	<p>G1:O1:PG1: Road Improvement Program Identify, and prepare project briefs and programming documents for, specific road improvement projects</p>	<p>G1:O1:PG1: p1: Reconstruction of road Smolyan Mugla Village . G1:O1:PG1: p2: Construction of new road connection Ryaka Village – Katranitsa Village G1:O1:PG1: p3: Construction of new road connection Kutela Village – Slaveino Village G1:O1:PG1: p4: Construction of new road connection Cheplyat Village – Bukatsite Village G1:O1:PG1:p5 : Reconstruction of new road connection New Center District – Stankovo Surbubian- Levotchevo Village G1:O1:PG1:p6 : Construction of additional section in the road Smilyan Village- Sivino village G1:O1:PG1:p7 : Construction of a new street “Snezhanka”, in Smolyan G1:O1:PG1:p8: Construction of new a new street Elitsa” in Smolyan G1:O1:PG1:p9 : Construction of new a new street “Aleko Konstatinov” in Smolyan G1:O1:PG1:p10:Construction of a road section Stoikite village- Grashitsa village G1:O1:PG1:p11:Construction of local road connection Vievo Villages</p>
			<p>G1:O1:PG2: Waste Water Improvement Program Identify, and prepare project briefs and programming documents for, specific waste water improvement projects</p>	<p>G1:O1:PG2: p1 : Construction of water supply system for Vievo village, main pipeline, extension II. G1:O1:PG2: p2: Construction of sewage water collector for Vievo Village G1:O1:PG2: p3: Construction of water supply system for Ryaka Village G1:O1:PG2: p4: Construction of water supply system for Razvantsi area, P. Serafimovo Village G1:O1:PG2: p5: Sewage waters network for Elenska area, Tarun Village G1:O1:PG2: p6: Joint water supply system for Oreshets and Straja villages G1:O1:PG2: p7:Water supply extensions for Shiroka Laka Village G1:O1:PG2: p8: Waste water treatment facility construction for recreation aseas Ardashlu, Pamporovo resort G1:O1:PG2: p9: Integrated project for improving water cycle management in Smolyan.</p>

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)

	<p>G1:O2: To revitalize Smolyan's urban centre and upgrade sites of historical, architectural and cultural significance</p>	<p>G1:O2:PG1: Beautiful Bulgaria Program- phase IV Identify, and prepare project briefs and programming documents for, specific urban and physical revitalization projects</p>	<p>G1:O2:PG1: p1: Repair works on exterior and technical equipment of Water Cascades in New Center area of Smolyan G1:O2:PG1: p2: Reconstruction of open playground in the New Center area, Smolyan G1:O2:PG1: p3: Repair of stone clock tower in Smilyan and creation of recreation area in its vicinity G1:O2:PG1: p4: Improvement of vertical spatial siting of Chinara recreation area G1:O2:PG1: p5: Repair works of the historic memorial complex at Srednogorets Mount, Polkovnik Serafimovo Village G1:O2:PG1: p6: Reconstruction and hydro isolation placement of Lasl Nagi Museum House in Raikovo District G1:O2:PG1: p7: Facade and roof reconstruction of "St. Peter and Pavel" church in Levotchevo village G1:O2:PG1: p8: : Facade and roof reconstruction of "St Theodor Stratilat" church in Raikovo district, Smolyan G1:O2:PG1: p9: : Facade and roof reconstruction of "The Holy Mother" church in Ustovo district, Smolyan</p>
	<p>G1:O3: To raise the quality and availability of education and cultural services for residents and visitors</p>	<p>G1:O3:PG1: Education and Cultural Services Program Identify, and prepare project briefs and programming documents for, specific education and cultural services projects</p>	<p>G1:O3:PG1: p1: Development of internship programs with Smolyan-based universities meeting demand for human resources by public and private sectors. G1:O3:PG1:p2: organize and carry out the biannual International Youth Folklore Festival Orpheus celebrations" – 2005 &2007 G1:O3:PG1: p3: Interior modernization of Alibeev Konak architectural complex (of national value) and its establishment as a cultural and training center in folklore performance arts. G1:O3:PG1: p4: May Cultural Days in Smolyan - annually G1:O3:PG1: p5: Weak of live drawing arts in the open Smolyan 2004 G1:O3:PG1: p6:Mummers masquerade games in Shiroka Laka Village (annually) G1:O3:PG1: p7: Local communities' summits</p>
	<p>G1:O4: Development of social infrastructure</p>	<p>G1:O4: PG1: Improving the municipal housing policy</p>	<p>G1:O4: PG1: p1: Create a municipal housing facility for disadvantaged people (single parents, disabled people, elderly people, etc.)</p>
		<p>G1:O4: PG2: Improving the structure and the state of material and technical base of educational institutions in the municipality</p>	<p>G1:O4: PG2:p1:Pilot project "Improving Energy Efficiency in public buildings- High School of Natural Sciences and Math- Smolyan" G1:O4: PG2:p2: Youth Sports events calendar primary, secondary and high school students</p>
<p>G2: To increase the number of visitors (tourists) in the municipality</p>	<p>G2:O1: To identify, and exploit, recreation and tourism opportunities to establish Smolyan as a preferred destination for</p>	<p>G2:O1:PG1: Smolyan Tourism Promotion Program</p>	<p>G2:O1:PG1: p1: Identify target markets, and initiate and implement a "Visit Smolyan and the Central Rhodopes "– city and region marketing project</p>
			<p>G2:O1:PG1:p2: Rozhen National Contest in Folklore performance arts.</p>
			<p>G2:O1:PG1: p3: Initiate and implement a tourist information signposting initiative for better visitor guidance (hotels, sites, railway station etc.)</p>

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)

		visitors and tourists with supporting infrastructure		G2:O1:PG1: p4 : Strengthening TIOs network performance in Smolyan municipality
				G2:O 1:PG1: p5 : Promoting Smolyan as an astronomical destination in Bulgaria.
			G2:O1:PG2 : “Northern Greece” Tourism Program	G2:O1:PG2: p1 : Cultural Exchange project “Days of Smolyan and Xanthi and Days of Xanthi in Smolyan” G2:O1:PG2: p2 : Tourism opportunities in Region of Eastern Macedonia and Thrace, Greece and Rhodope Municipalities, Bulgaria
			G2:O1:PG3 : “Rhodope Crafts” Program	G2:O1:PG3: p1 : Restoration of the ethnographic Craft Street in Ustovo District, Smolyan, implementation phase 1 and II G2:O1:PG3: p2 : “Traditions and the past – an alternative for the future”, Mogilitsa village G2:O1:PG3: p3 : Traditions for the future” for promoting cultural identity and hand weaving tradition in Smilyan Community G2:O1:PG3: p4 : Artisan demonstration workshop establishment in Shiroka Laka village
			G2:O1:PG4 : Sports and Recreation Facility Program	G2:O1:PG4: p1 : Creation of sports, training and recreation center, based on development of already existing infrastructure (old stadium, indoor swimming pool, multi-sports hall and accommodation faculty)
G3: To support local firms to increase sales outside the municipality	G3:O1 : To initiate with partner agencies, an integrated business support and service delivery mechanism to facilitate local SME growth and development		G3:O1:PG1 : Small Business Center Development Program	G3:O1:PG1: p1 : Identify partners, and prepare project brief and programming document for the establishment of a Small Business Development Center to facilitate SME training and SME-local government relations
			G3:O1:PG2 : Demand-driven SME Training Program	G3:O1:PG2: p2 : Initiate and deliver a business training program (propriety business, administration, IT, accounting, management, and)
			G3:O1:PG3 : “Smolyan and Rhodopean” Local Producers Club Program	G3:O1:PG3: p1 : Initiate and deliver a customized training and accreditation program for local producers including measures to develop local product sector and promote local, direct trading, branding etc.
			G3:O1:PG4 : SME Investment Fund Program	G3:O1:PG4: p1 : Prepare project brief, identify funding, and establish a modest investment fund to assist SME start -ups
			G3:O1:PG5 : Local Purchasing Initiative (LPI)	G3:O1:PG5: p1 : Produce and distribute a Directory of Local Suppliers and Products
				G3:O1:PG5: p2 : Produce and distribute a ‘Guide to Doing Business with the Council’
			G3:O1:PG5: p3 : Initiate an internal council and local business training program on LPIs	
G3:O1:PG6 : “Northern Greece” Trading Program	G3:O1:PG6: p1 : Initiate and implement a cross-border trading project to establish economic ties and partnerships between Smolyan and Xanti (Greece) G3:O1:PG6: p2 : Produce and distribute a ‘Guide to Doing Business with Greece’; identify Chambers of Commerce and potential partnering opportunities for SME development and trade			
G4: To support local firms to improve efficiency and enhance	G4:O1 : To develop a comprehensive ‘red tape’ reduction program for		G4:O1:PG1 : Local Business Enabling Environment Program	G4:O1:PG1: p1 : Undertake an entrepreneurship promotion campaign in the local media by holding monthly meetings with local media on the progress of LED action planning, business enabling environment announcements etc.

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)

Smolyan's capacity to deliver effective and sustainable LED	business development in city hall		G4:O1:PG1: p2: Initiate measures to improve municipal legislation and services through a full review of business regulations and requirements
	G4:O2: To enable the development of dynamic and transparent business associations	G4:O2:PG1: Business Association Development Program	G4:O2:PG1: p1: Identify sectoral and regional linkages for possible sector-specific business associations
			G4:O2:PG1: p2: Provide training and support facilities to the business association development program
G5: To put in place the necessary programs to retain existing, and attract new, investment	G5:O1: To develop appropriately targeted and supported marketing and promotion mechanisms to attract and retain foreign and domestic investment in Smolyan	G5:O1:PG1: Investment Attraction and Retention Program	G5:O1:PG1: p1: Brown field revitalization project
			G5:O1:PG1: p2: Establish a directory of public and municipal properties, and industrial sites
			G5:O1:PG1: p3: Construction of Sports and Tourism Center "Perelik G5:O1:PG1: p4: Preparation of a strategy for restitution, re-grouping and management of municipal forests. G5:O1:PG1: p5: Construction of secondary forest road Oreshets village - Golyam Dab-Razpatya G5:O1:PG1: p6: Construction of secondary forest road Shiroka laka – Kukuvitsa G5:O1:PG1: p6: Preparing a profiles of all municipal real estate property
G6: To put in place the necessary management systems and procedures to ensure timely and effective delivery of agreed LED programs and projects	G6:O1: To institutionalise an active and collaborative stakeholder advisory group for LED strategy development and implementation	G6:O1:PG1: Public-Private Stakeholder Partnership Development Program	G6:O1:PG1: p1: Initiate and deliver an ongoing training program in LED principles and partnership working for local government staff and stakeholder partnership board
			G6:O1:PG1: p2: Initiate and deliver an ongoing training program for local government staff in project development and management skills (finance and governance)
			G6:O1:PG1: p3: Initiate an EU-accession working group to identify and learn about EU funding opportunities and criteria and other EU related community development programs
	G6:O2: To initiate a LED strategy review and implementation process to ensure the coordination of institutional efforts in support of the LED strategy	G6:O2:PG1: LED Monitoring and Evaluation (M&E) Program	G6:O2:PG1: p1: Initiate a LED M&E training program
			G6:O2:PG1: p2: Establish M&E project leaders responsible for individual project monitoring and review
	G6:O3: To review existing, and develop new, systems for long term financial management and investment planning for sustainable LED	G6:O3:PG1: Financial Planning and Management Program	G6:O3:PG1: p1: Initiate and deliver a training program for local government staff in financial management techniques
			G6:O3:PG1: p2: Initiate and deliver a training program for local government staff in long term financial planning and investment planning

CITY OF SMOLYAN PROJECTS MATRIX

Strategy Goals	G1: To improve the living conditions in the city for stopping the decrease of population and for increasing tourist attractiveness of Smolyan municipality	G2: To increase the number of visitors (tourists) in the municipality	G3: To support local firms to increase sales outside the municipality	G4: To support local firms to improve efficiency and enhance Smolyan's capacity to deliver effective and sustainable LED	G5: To put in place the necessary programs to retain existing, and attract new, investment	G6: To put in place the necessary management systems and procedures to ensure timely and effective delivery of agreed LED programs and projects
LED Projects*						
G1:O1:PG1: p2: Construction of new road connection Ryaka Village – Katranitsa Village G1:O1:PG1: p3: Construction of new road connection Kutela Village – Slaveino Village G1:O1:PG1: p4: Construction of new road connection Cheplyat Village – Bukatsite Village G1:O1:PG1:p5: Reconstruction of road connection New Center Distric – Stankovo Surbubian- Levotchevo Village G1:O1:PG1:p6: Construction of additional section in the road Smilyan Village - Sivino village G1:O1:PG1:p10: Construction of a road section Stoikite village - Grashitsa village G1:O1:PG1:p11: Construction of local road connection Vievo Villages	<p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p>	<p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p>				
G1:O1:PG1: p1: Reconstruction of road Smolyan Mugla Village. G1:O1:PG1:p7: Construction of a new street “Snezhanka”, in Smolyan G1:O1:PG1:p8: Construction of new a new street Elitsa” in Smolyan G1:O1:PG1:p9: Construction of new a new street “Aleko Konstatinov” in Smolyan	<p>?</p> <p>?</p> <p>?</p> <p>?</p>	<p>?</p>				
G1:O1:PG2: p1: Construction of water supply system for Vievo village, main pipeline, extension II. G1:O1:PG2: p2: Construction of sewage water collector for Vievo Village G1:O1:PG2: p3: Construction of water supply system for Ryaka Village G1:O1:PG2: p4: Construction of water supply system for Razvantsi area, P. Serafimovo Village G1:O1:PG2: p5: Sewage waters network for Elenska area, Tarun Village G1:O1:PG2: p6: Joint water supply system for Oreshets and Straja villages G1:O1:PG2: p7: Water supply extensions for Shiroka Laka Village G1:O1:PG2: p8: Waste water treatment facility construction for recreation area	<p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p> <p>?</p>					

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)

Ardashlu, Pamporovo resort G1:O1:PG2: p9: Integrated project for improving water cycle management in Smolyan.	?					
G1:O2:PG1: p1: Repair works on exterior and technical equipment of Water Cascades in New Center area of Smolyan G1:O2:PG1: p2: Reconstruction of open playground in the New Center area, Smolyan G1:O2:PG1: p3: Repair of stone clock tower in Smolyan and creation of recreation area in its vicinity G1:O2:PG1: p4: Improvement of vertical spatial siting of Chinara recreation area G1:O2:PG1: p5: Repair works of the historic memorial complex at Srednogorets Mount, Polkovnik Serafimovo Village G1:O2:PG1: p6: Reconstruction and hydro isolation placement of Lasl Nagi Museum House in Raikovo District G1:O2:PG1: p7: Facade and roof reconstruction of “St. Peter and Pavel” church in Levotchevo village G1:O2:PG1: p8: Facade and roof reconstruction of “St Theodor Stratilat” church in Raikovo district, Smolyan G1:O2:PG1: p9: Facade and roof reconstruction of “The Holy Mother” church in Ustovo district, Smolyan	?	?				
G1:O3:PG1: p1: Development of internship programs with Smolyan-based universities meeting demand for human resources by public and private sectors. G1:O3:PG1:p2: organize and carry out the biannual International Youth Folklore Festival Orpheus celebrations” – 2005 &2007 G1:O3:PG1: p3: Interior modernization of Alibeev Konak architectural complex (of national value) and its establishment as a cultural and training center in folklore performance arts. G1:O3:PG1: p4: May Cultural Days in Smolyan - annually G1:O3:PG1: p5: Week of live drawing arts in the open Smolyan 2004 G1:O3:PG1: p6: Mummers masquerade games in Shiroka Laka Village (annually) G1:O3:PG1: p7: Local communities’ summits	?	?				
G1:O4 PG1: p1: Create a municipal housing facility for disadvantaged people (single parents, disabled people, elderly people, etc.)	?					
G1:O4 PG2:p1: Pilot project “Improving Energy Efficiency in public buildings- High School of Natural Sciences and Math-Smolyan”	?					
G2:O1:PG1: p1: Identify target markets, and initiate and implement a “Visit Smolyan and the Central Rhodopes” – city and region		?				

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)

marketing project						
G2:01:PG1:p2: Rozhen National Contest in Folklore performance arts.		?				
G2:01:PG1: p3: Initiate and implement a tourist information signposting initiative for better visitor guidance (hotels, sites, railway station etc.) G2:01 PG1:p4: Youth Sports events calendar primary, secondary and high school students		?				
G2:01:PG1: p5: Strengthening TIOs network performance in Smolyan municipality		X				
G2:01:PG1: p6: Promoting Smolyan as an astronomical destination in Bulgaria	X	?				
G2:01:PG2: p1: Cultural Exchange project “Days of Smolyan and Xanthi and Days of Xanthi in Smolyan” G2:01:PG2: p2: Tourism opportunities in Region of Eastern Macedonia and Thrace, Greece and Rhodope Municipalities, Bulgaria		?				
G2:01:PG3: p1: Restoration of the ethnographic Craft Street in Ustovo District, Smolyan, implementation phase 1 and II G2:01:PG3: p2: “Traditions and the past – an alternative for the future”, Mogilitsa village G2:01:PG3: p3: Traditions for the future” for promoting cultural identity and hand weaving tradition in Smilyan Community G2:01:PG3: p4: Artisan demonstration workshop establishment in Shiroka Laka village	X X X X	? ? ? ?				
G2:01:PG4: p1: Creation of sports, training and recreation center, based on development of already existing infrastructure (old stadium, indoor swimming pool, multi-sports hall and accommodation faculty)		?			X	
G3:01:PG1: p1: Identify partners, and prepare project brief and programming document for the establishment of a Small Business Development Center to facilitate SME training and SME-local government relations			?	?		
G3:01:PG2: p23: Initiate and deliver a business training program (propriety business, administration, IT, accounting, management, and)			?	?		
G3:01:PG3: p1: Initiate and deliver a customized training and accreditation program for local producers including measures to develop local product sector and promote local, direct trading, branding etc.			?	?		
G3:01:PG4: p1: Prepare project brief, identify funding, and establish a modest investment fund to assist SME start-ups			?			
G3:01:PG5: p1: Produce and distribute a Directory of Local Suppliers and Products			?	?		
G3:01:PG5: p2: Produce and distribute a ‘Guide to Doing Business with the Council’			?	X		
G3:01:PG5: p3: Initiate an internal council and local business training program on LPIs			?	X		

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)

G3:01:PG6: p1: Initiate and implement a cross-border trading project to establish economic ties and partnerships between Smolyan and Xanti (Greece)			?	X		
G3:01:PG6: p2: Produce and distribute a 'Guide to Doing Business with Greece'; identify Chambers of Commerce and potential partnering opportunities for SME development and trade			?	X		
G4:01:PG1: p1: Undertake an entrepreneurship promotion campaign in the local media by holding monthly meetings with local media on the progress of LED action planning, business enabling environment announcements etc.				?		
G4:01:PG1: p2: Initiate measures to improve municipal legislation and services through a full review of business regulations and requirements			X	?		
G4:02:PG1: p1: Identify sectoral and regional linkages for possible sector-specific business associations			X	?		
G4:02:PG1: p2: Provide training and support facilities to the business association development program			X	?		
G5:01:PG1: p1: Identify and survey vacant and underused public and municipal properties, and industrial sites		X			?	
G5:01:PG1: p2: Establish a directory of public and municipal properties, and industrial sites		X			?	
G5:01:PG1: p3: Initiate project brief and programming document to bring selected commercial sites back into to use through remediation and servicing (including Perelic project)	X	X			?	
G5:01:PG1: p4: Preparation of a strategy for restitution, re-grouping and management of municipal forests.	X				?	
G5:01:PG1: p5: Construction of secondary forest road Oreshets village, Golyam Dab - Razpatya		X			?	
G5:01:PG1: p6: Construction of secondary forest road Широка лъка – Kukuvisitsa					?	
G5:01:PG1: p6: Preparing a profiles of all municipal real estate property					?	
G6:01:PG1: p1: Initiate and deliver an ongoing training program in LED principles and partnership working for local government staff and stakeholder partnership board						?
G6:01:PG1: p2: Initiate and deliver an ongoing training program for local government staff in project development and management skills (finance and governance)						?
G6:01:PG1: p3: Initiate an EU-accession working group to identify and learn about EU funding opportunities and criteria and other EU related community development programs						?
G6:02:PG1: p1: Initiate a LED M&E						

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)

training program						?
G6:O2:PG1: p2: Establish M&E project leaders responsible for individual project monitoring and review						?
G6:O2:PG1: p3: Identify, establish and maintain a LED database system for the purpose of annual reporting and analysis						?
G6:O3:PG1: p1: Initiate and deliver a training program for local government staff in financial management techniques						?
G6:O3:PG1: p2: Initiate and deliver a training program for local government staff in long term financial planning and investment planning						?

IV. CITY OF SMOLYAN LED PROJECT IMPLEMENTATION PLAN

City of Smolyan LED Projects										
No.	Project Title	Total Value in BGN	Funding Sources (%)				Implementing Partners	Project Starting Date	Duration	Targeted Group / Beneficiaries
			Donors	City Government	State or International Funds	Private Sector & Community				
1	G1:O2:PG1: p3 Reconstruction of the stone clock tower in Smilyan village	19 440	50%	50%	50%	-	Ministry of Labor	June 2004	September 2004	Unemployed and tourists
2	G1:O4: PG2:p1 Improving Energy Efficiency in public sector - High School of Natural Sciences and Maths – Raikovo District, Smolyan	231 000	100%	-	100%	-	School's Parent-Teacher Committee School Management	June 2004	18 months	High school, city budget, community
3	G2:O1:PG1: p4: Strengthening TIOs network performance in Smolyan municipality	9 800	66%	33%	33%	33%	Tourists Info Centers, Association of Hotel owners	June 2004	12 months	TIOs, tourists, community
4	G1:O1:PG2: p4: Construction of water supply system for Razvantsi area, P. Serafimovo Village	183 040	80%	20%	70%	10%	Local communities, water supply & sewerage system fund	May 2005	September 2006	Serafimovo community
5	G5:O1:PG1: p3: Construction of Sports and Tourism Center "Perelik	68 060 000	93%	7%	14%	79%	Central Government	pre-feasibility study done	not yet defined	Hotel owners, tourists and all the community

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)

6	G2:O1:PG3: p2: “Traditions and the past – an alternative for the future”, Mogilitsa village	16 400	70%	30%	70%	-	Craftsmen, Mogilitsa community	April 2004	December 2004	Craftsmen, community, tourists
7	G6:O2:PG1: p1. Initiate a LED M&E training procedure	3 000	-	100 %	-	-	Cities of Change Program	July 2004	5 months	City of Smolyan Administration
8	G1:O2:PG1: p6 Reconstruction and hydro isolation placement of Lazl Nagi Museum House in Raikovo District, Smolyan	29 368	50%	50%	50%	-	Ministry of Labor	June 2004	September 2004	Unemployed, History Museum, Raikovo community
9	G1:O3:PG1p3 :Interior modernization of Alibeev Konak architectural complex (of national value) and its establishment as a cultural and training center in folklore performance arts.	625 650	98%	2%	70%	30%	Smolyan Municipality High School of Shiroka Laka Village Smolyan History Museum IT companies Construction companies	June 2004	24 months	Local community, tourists, High School of Folklore Performance Arts in Shiroka Laka village
10.	G1:O1:PG2: p8 Construction of a Waste water treatment facility /WWTF/ and sewage collectors for recreation area ARDASHLU and PAMPOROVO winter resort	1 578 158	98 %	2 %	-	98%	Maritsa Iztok Mining Plc, VIP-97 Ltd., Ivalko- Ltd., Border Police Directorate – Smolyan, Melinvest Privatization Fund, Multi-profile Hospital – Smolyan, Pamporovo.	June 2004	24 months	Tourists and Hotel Owners
11	“Brown field revitalization project	155 000	90%	10 %	-	90 %	Business community and owners	May 2004	April 2007	Private sector and community

STRATEGY FOR LOCAL ECONOMIC DEVELOPMENT OF CITY OF SMOLYAN (2004 - 2007)

12	G3:O1: PG2. p2 Establishment of Business Training and Qualification Center in Smolyan	291 000	80%	20%	80%	-	Partner NGO, Businesses, Regional Employment Office	September 2004	September 2006	Unemployed people Middle management level staff of local SMEs Officials from LG in Smolyan region and Central south of Bulgaria
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V. STRATEGY IMPLEMENTATION

Now when the strategy consisting of vision, goals, objectives, programs and desirable outputs and outcomes is drafted and some projects are defined - the major challenge is to create a mechanism and tools for implementation. First step is to developed projects relevant to desirable objectives, outputs and outcomes of programs. For each of the projects detailed action plan and budget has to be prepared by the person who is nominated as a project leader (coordinator). When the projects are prepared they should pass approval face. This face should be included in the city financial planning and budgetary process.

The structure from the vision to programs and projects presented in the tables above includes projects which are in different stages of development. Some of them are presented only as an ideas of action when others present fully developed projects. Some of them are just now under implementation and can be finished in a year. For all those projects before they are finally approved further details are or will be presented in a unified form shown in the fiche below.

Projects has to be identified, responsible persons will be nominated and detailed description, action plans and financing scheme will be developed. Program and project implementation methods and processes are to be put in place as an obligatory procedure.

LED Strategy Implementation Tools

Once when the desired set of projects for implementation of the LED strategy has been developed in Smolyan and all the ongoing and new invented projects has been presented in the form above. The city began to work out tolls for implementation.

Multiyear Financial Plan

Each municipality in Bulgaria as everywhere is obliged by law to develop and present one year budget but efficient and reasonable planning of strategy implementation requires much longer perspective then one year budgeting. In spite of many uncertainties mayor of the city took a decision to establish new rules for long term planning.

As a first step the city has developed according to a new national level regulation a very preliminary three years prognosis of revenues of the municipality of Smolyan. Next the Financial Department developed three year forecasts of operating expenditures. Results of this prognosis are presented in the table Fig. 6. Major output (the most important numbers) for implementation of the LED strategy is an operational surplus. It shows how much resources year by year can be used from the municipal budget for capital improvement program and for supporting other development project.

Prognosis of Budgetary Revenues and Expenditures for the City of Smolyan (2005-2007)

1 USD = 1.64 PLN	Execution	Plan	Prognosis		
Fiscal year	2003	2004	2005	2006	2007
REVENUES (in thousands of BGN)	13,782	13,720	14,353	15,078	15,759
OWN REVENUES	4,448	4,735	5,098	5,546	5,941
TAXES	1,018	999	1,250	1,340	1,420
Other own revenues	3,431	3,736	3,848	4,206	4,521
Subsidies	9,334	8,985	9,255	9,532	9,818
Delegated tasks	9,272	8,762	9,025	9,295	9,574
Municipal tasks	63	223	230	237	244
OPERATING EXPENDITURES	12,130	13,233	13,534	14,272	14,950
STATE DELEGATED TASKS	8,513	8,868	9,134	9,408	9,690
Administration	851	968	997	1,027	1,058
Education	5,621	5,571	5,739	5,911	6,088
Social services	828	1,115	1,149	1,183	1,219
Culture and Recreation	543	560	576	594	611
Others	670	654	673	694	714
MUNICIPAL TASKS	3,616	4,365	4,400	4,864	5,260
Administration	451	746	753	753	753
Education	441	506	518	530	542
Housing, communal services	745	913	907	937	999
Culture and Recreation	359	493	498	512	526
Economic Activity	1,479	1,623	1,635	2,040	2,345
Others	141	85	89	92	95
OPERATING SURPLUS	1,653	487	819	806	809
CIP expenditure	1,949	917	775	790	810

Multiyear Investment Planning Procedure

The next important task of the Implementation Phase was to develop a ranking list of prepared projects to compare their budgetary requirements with municipal budget capabilities to finance and support them. The process is quite complex as some projects can be co-financed by external sources. The final plan shows the set of projects with a timescale and their budgets coordinated with a multiyear financial plan and a forecast of external financing. The municipality of Smolyan developed a Multiyear Investment Planning procedure that will help to develop the above plans.

The procedure can be supported by public domain software called WPR 2.1 developed in Poland under Local Government Partnership Program funded by USAID now available in English language version. When the new updated strategy document is approved the mayor is to create a MIP commission consisting of head of city hall departments and units, some representatives of City Council commissions, some representatives of stakeholders (not more than 10 people). The major tasks of the MIP commission is to advice to the mayor in following issues:

- Proposal of criteria based mostly on the city strategy;
- Methodology of projects evaluation and selection;
- Proposal of a content of project application forms;
- Step by step description of the process;

- Procedure of workflow with calendar and responsibilities; and,
- Review of project application and propose a ranking list of projects to be included in next year's city budgets.

The MIP commission will be chaired by relevant deputy mayor. The MIP coordinator is responsible for preparing all the draft materials that are to be discussed by the MIP commission and for developing them further according to the MIP commission guidelines.

All the eligible parties (also city units and departments) when proposing some investment projects to be financed out of the city budget will be obliged to do this according to the new procedure. Any project that does not fulfill the requirements of the MIP procedure cannot be placed in the city budget or in the Multiyear Investment Plan.

The first stage of project development is completing up the fiches above. In order to place the project in the Multiyear Investment Plan further data has to be collected and presented. For unifying the application of presenting those data forms A and B (Figure 7 and 8) has been developed.

Next in the Figure 9, a foreseen calendar is presented. It shows the timescale in which the city is going every year (after evaluation of progress and taking into account new data) to update the plan and coordinate it with required by law one-year budgeting process. Next tool that is presented in figure 10 is a proposition of Criteria with their Weights and Points. It is common that always there is more project ideas than the city budget can afford, than it is necessary to have a tool for sorting out projects and develop a ranking list taking into account priorities of the strategy as well as external financing possibility. The list presented in Figure 10 is to be discussed and finally criteria for sorting out the projects should be approved by the council together with the strategy document. Of course the ranking list as an automatic result of the scoring system used by the professionals cannot replace final budgetary discussion and final decision, but it is to give possibly the most unbiased input for this discussion.

FORM A

- 1 Project ID
- 2 Name of project
- 3 Who propose it
- 4 Goals to be achieved
- 4.1 Outcomes (results seen from long time perspective)
- 4.2 Outputs (immediate results)
- 4.3 Advantages, when the projects is implemented
 - 1. Economic (including impact on the city budget)
 - 2. Social (including - how many citizens will benefit)
 - 3. Environmental
 - 4. Others
- 5 Type of project (construction, renovation, buying equipment)
- 6 Social support and participation
- 7 Scope of work (parameters, numbers, standards)
- 8 Place of construction
- 9 Duration (in months)

10	How far the project is developed		
	1. Functional and spatial concept	YES	NO
	2. Feasibility study	YES	NO
	3. Technical design	YES	NO
	4. Environmental impact assessment	YES	NO
	5. Construction permit issued	YES	NO
	6. Accessibility of land	YES	NO
	7. Under construction	YES	NO
	- 80% done		
	- 50% done		
	- 30% done		

11 Total cost estimation

12	Financing of the project				
	Years	total expenditures	city budget	Bulgarian - public	European others
	2004				
	2005				
	2006				
	2007				
	2008				

13 Remarks

FIG. 7

FORM B

		estimation of			
How far the project is developed		spend resources	needed resources	duration	deadline
1. Functional and spatial concept	YES NO				
2. Feasibility study	YES NO				
3. Technical design	YES NO				
4. Environmental impact assessment	YES NO				
5. Construction permit issued	YES NO				
6. Accessibility of land	YES NO				
7. Construction phase	YES NO				

2 Scope of work (parameters, numbers, standards)

3 Financing of the project

Years	Total expenditures	City budget	Bulgarian - public resources	European funds	Credits and loans	Others
2002						
2003						
2004						
2005						
2006						
2007						
2008						

4 Base for cost calculation

- Estimation
- Cost of similar projects
- Unit cost
- Cost calculation

5 Level of guarantee of external financing

- Proposition
- Some initial agreement
- Financing confirmed

**Proposed Criteria, their Weights and Points for scoring system leading to develop
a ranking list of projects for being placed in Multiyear Investment Plan of
Smolyan**

Weights				
Strategic projects %	Local projects %		Proposition of criteria for MIP project choice	Points
30		1	The project implements strategic goal	
		a	The project implement very well at least 2 strategic goals	1
		b	The project implement very well 1 strategic goals	0,5
		c	The project implements well at least 2 strategic goals	0,5
		d	The project implements well 1 strategic goals	0,2
15	15	2	The ongoing project to be finish soon	
		a	80% done	1
		b	50-80% done	0,5
		c	30-50% done	0,2
30	30	3	Level of external grant financing (preferential credits may be added)	
		a	Above 60%	1
		b	40 - 59%	0,5
		c	20 - 39%	0,2
	15	4	Number of inhabitants who benefit	
		a	All local community citizens	1
		b	More than 50%	0,5
		c	Between 20 and 50%	0,2
10		5	Impact on the city budget	
		a	A positive impact can be calculated and is remarkable	1
		b	Project is expected to give some saving or revenues	0,5
		c	No positive influence	0
	30	6	Public support and participation	
			Local community participate in expenditures	
		a	Above 25%	1
		b	Between 10 and 24%	0,5
		c	Nothing	0
15	10	7	Positive influence on other projects	
		a	Very important for other high priority projects	1
		b	Support other projects	0,5
		c	No influence	0

VI. MONITORING AND EVALUATION OF THE STRATEGY IMPLEMENTATION

Implementing the strategy requires tools for monitoring of progress. The Smolyan team has developed a simple system that is planned to be officially approved and implement from 2004 when the strategy update takes place. For the strategy, the Department of Investment and Tourism is to propose for each of goals and objectives (programs) at least one outcome measure. The proposition can be presented in a form of a table like below:

Goal or Program	Name of Indicator	Definition of Indicator	Source of Data	Initial Value	Current value

It is recommended to propose more indicators and make the final choice after having discussions with politicians. It is also important to make these choices in agreement with the political opposition as these measures should be applied for long periods to keep comparability. When there is an agreement of the choice it is necessary to define indicators precisely and charge a unit (or a person) responsible for collecting needed data as well as measure the initial value of the indicator.

The following steps are suggested:

Step 1. Choosing of the indicators that characterize in best way what we would like to achieve as a long-term impact. For each of indicator a timetable is proposed

Step 2. Defining of data needed for calculation of indicators and establishing of responsibility for collecting them

Step 3. Collection of initial data as a base

Step 4. Collecting data in required intervals.

Step 5. Analyzing of results, evaluation of progress and suggestion how it should influence further implementation or even updating of the strategy.

For each of projects an output measures has to be defined.

It is responsibility of a unit or person who proposes the projects to define output indicators for the projects. The indicators should reflect the most important factors which allow an evaluation of whether the project successfully implements the strategy as well as whether its management is efficient enough.

Each of Projects should have defined set of output measures. In addition to indicators for evaluation some milestones for purpose of monitoring has to be established. Milestones are usually defined when some characteristic stages are finished on which it is easy to check whether the project is on time and within planed costs. Definition of an indicator is a responsibility of the proposer but it has to be approved by relevant deputy mayor. Proposition of milestones as well as responsibility for the monitoring should be placed in a city unit or a city hall department that supervises the project implementation phase. For monitoring of progress a table like below can be used.

Project Name:

Milestone	Planned Stage	Done or Not	Planned Expenditures	Money Spent	Comments	Forecast and Planned Interventions

Final evaluation of set of projects

Project	Planned Scope of work	Done scope of work	Planned Total Expenditures	Money Spent in Total	Comments	Value of ind 1.	Value of ind.	Value of indn

Project indicator examples:

1. Relation of planned scope of work to the one which was done
2. Relation of money spend to those which was planned
3. Unit cost (when can be compared which other similar projects)
4. Satisfaction level measured by survey of users opinion

Strategy Review

In each year until the end of June, the Investment and Tourism Department has to develop outcome measures report for the strategy for the preceding yearly period and present the report to the mayor. The report has to include the definitions of indicators, historical values from previous years and current values of them. The Department presents also analysis and conclusions. The report should be input for a strategy review the mayor lead before issuing guidelines for the next year planning.

Project Monitoring

Every year after updating of the Multiyear Investment Program and approval of the city budget all units and departments which supervise projects has to deliver monitoring and evaluation plan for each of the projects to the MIP coordinator. The plan consists of tables like above filled out with data and calendar of actions that are to be taken during the year to monitor progress and measure indicator values.

VII. CITY OF SMOLYAN LED PROJECT ACTION PLANS

Project Title : G1:O1:PG2: p8 Construction of a Waste water treatment facility and sewage collector for the recreation area ARDASHLU and PAMPOROVO winter resort		Relevance to Strategy Program: G1:O1:PG2: : Improving environmental management through modernization of existing and construction of extensions of the water supply and sewage waters system	
Brief Description of the Project: The objective of the project is to reduce environmental pollution from wastewater through the construction of a wastewater treatment facility and leading sewage collectors for purification of wastewaters produced by hotels and catering facilities in the recreation area ARDASHLA and Pamporovo ski resort. Activities will include the construction of: Leading collector 1 of total length 1,051m, Ø 300 mm Leading collector 1a of total length 135m, Ø 300 mm Leading collector 2 of total length 297m, Ø 300 mm Leading collector 3 of total length 1,607m., Ø 300 mm A wastewater treatment facility ARDASHLU with a capacity for purification of 180 cubic meters of sewage waters, or hourly capacity of 7.5 cubic meters.			
Expected Outcome/Results: Secure collection and removal of wastewater from existing and projected hotel, catering, recreation and housing facilities in the areas stated above and their purification. Reduction of pollution and the restoration of biodiversity in Golyama River where the treated waters will be disposed of. Improving the overall tourist attractiveness of ARDASHLU recreation area		Target Groups : The approximately 11,500 annual tourists that benefit from recreation and tourism opportunities in the target area of the project. Businesses, including hotels, catering and housing facilities that make use of the wastewater facilities.	
Participants in the Project: Maritsa Iztok Mining Plc, VIP-97 Ltd., Ivalko- Ltd., Border Police Directorate – Smolyan, Melinvest Privatization Fund, Institute in Orchards and Food Processing – Plovdiv, Multi-profile Hospital – Smolyan, Pamporovo Holding group, Elina Plc, Markoni Ltd, Zeus Travel Investment ltd., Mortimor Plc, Pamporovo Travel Group.			
Success Assumptions : Full project designs developed Budget provisions for real estate buy off of land the facilities will be located on Application procedure for grant funding in process State Enterprise for Environmental Management Activities /SEFEMA/		Risks : New priority set of the potential funding institution SEFEMA	
Project Budget:			
Total: 1,578,158 BGN		Municipal Contributions : 20,000 BGN	External Funding: SEFEMA 1,558,158 BGN
Project Duration: From: 2004 To: July 2006		Completion Deadline : July 2006	

Prepared by: Name: Y. Vladimirov

Position: Senior Expert, Construction, Supervision and Environmental Department, Smolyan Municipality

Project Title : G5:O1:PG1: p1 “Brown field revitalization project”		Relevance to Strategy Program : G5:O1:PG1: Investment Attraction and Retention Program	
Brief Description of the Project: The aim of this project is to prepare a full inventory of municipal Brownfield sites and revitalize them through finding new designations for them and investors to revitalize them. Activities: Make a full inventory of municipal Brownfield sites owned by the municipality Make an assessment of their value and possible new designation according to location and social importance. Prepare investment profiles of Brownfield sites and promote them as a development opportunity for businesses. Contracting revitalization activities for at least ten Brownfield sites from 2004 to 2007			
Expected Outcome/Results: A portfolio of Brownfield sites with potential for revitalization Businesses interested in Brownfields redevelopment 10 Brownfield sites redeveloped by 2007		Target Groups : Private businesses NGOs Individual Entrepreneurs	
Participants in the Project: Smolyan Municipality Experts from the Municipal Property Department External investment experts Entrepreneurs			
Success Assumptions : Commitment of local administration Interest of entrepreneurs and businesses in redeveloping brownfield sites Existing good practices in Bulgaria		Risks : Insufficient interest in brownfield sites for which their will be a requirement to preserve their social function	
Project Budget:			
Total: 155,000 BGN	Municipal Contributions : 15,500 BGN		External Funding: Businesses 139,500 BGN
Project Duration: From: May 2004 To: April 2007		Completion Deadline : April 2007	

Prepared by: Name: R. Halvadjeva
Position: Head of Municipal property Department
Institution/organization: Smolyan Municipality

Project Title: G3:O1: PG2. p2 Establishment of Business Training and Qualification Center in Smolyan		Relevance to Strategy Program G3:O1: PG2 : Initiate and deliver a business training program in propriety businesses, administration, accounting, management, marketing	
Brief Description of the Project: The goal of the project is to establish a Business Training and Qualification Center (BTQC) in Smolyan to deliver orientation, qualification and management training to local small and medium sized enterprises (SMEs) and the public administration. Activities: <ol style="list-style-type: none"> 1. Identify funding sources to implement reconstruction and modernization activities of the building to host the BTQC 2. Identify a partner NGO to operate jointly the BTQC with the Municipality 3. Implement modernization activities as well as training equipment for the BTQC 4. Survey labor market demand and develop relevant training programs according to findings of the survey 5. Start first series of training course 6. Permanent operation of the BTQC 			
Expected Outcome/Results: Modernized premises of the future BTQC by May 2006 Secure a partner NGO to contribute to the provision and training program development according to local SME demand 4 completed and delivered training courses by September 2006 The sustainable operation of the BTQC		Target Groups : Unemployed people with higher education irrelevant to local labor demand Middle management level staff of local SMEs Officials from local governments in Smolyan region and Central south of Bulgaria	
Participants in the Project: Smolyan Municipality, Partner NGO, Businesses, Regional Employment Office			
Success Assumptions : Funding identified for modernization works on premises Identified NGO involved in project development activities and accredited for delivery of business training		Risks : Unsecured funding for equipment of the premises	
Project Budget:			
Total: 29, 000 BGN	Municipal Contributions : 58,200 BGN	External Funding : SIF: 77,600 BGN MEER: 52,800 BGN UNF: 48,500 BGN FLGR: 48,500 BGN	
Project Duration: From: September 2004 To: September 2006		Completion Deadline : September 2006	

Prepared by: Name: I. Godev
 Position: Head of Tourism and Investment Department
 Institution/organization: Smolyan Municipality

Project Title : G1:O2:PG1: p3 Reconstruction of the stone clock tower in Smilyan Village		Relevance to Strategy Program: G1:O2:PG1 “Beautiful Bulgaria Program (BPP) Phase IV”	
Brief Description of the Project: The stone clock tower in Smilyan was built in the 17th Century and from the beginning of the 20 th Century has been used as a military guard facility by the authorities. Since the first decade of the 20 th Century, when a clock mechanism was installed, the tower has been utilized for civic purposes. It is the only stone-built clock tower in the municipality and its depiction is a part of the local community’s heraldic sign. Project objective: To implement renovation works on the Clock Tower and improve the overall attractiveness of the site by turning it into a recreation area. Project activities include: <ul style="list-style-type: none"> ▪ Repair of the tower’s façade and the wooden framing and copper roof ▪ Install a new wooden staircase inside the tower to allow access to the clock mechanism ▪ Improve the vertical and horizontal planning of the site, install wooden benches and shades 			
Expected Outcome/Results : Improving the qualification of 7 jobless people Opening 9 temporary jobs, each of 3 months duration Improving the tourist attractiveness of the village		Target Groups : 9 unemployed persons from the local community, 7 of whom will improve their chances on labor market by undergoing professional qualification course in construction works Local population	
Participants in the Project: Smolyan Municipality Ministry of Labor and Social Policy UNDP		Project Beneficiaries: Local population Tourists, visiting Smilyan and Smolyan municipality in general	
Success Assumptions: Experience of Smolyan Municipality in the previous phases of BBP, in partnership with MLSP and UNDP Appointed official in local administration who deals with BBP projects		Risks: Lack of unemployed people from the local community with the appropriate preliminary qualification to be employed for project’s activities implementation	
Project Budget:			
Total : 19,440 BGN		Municipal Contributions: 9,720 BGN	External Funding: BBP: 9,720 BGN
Project Duration: From: June 2004 To: September 2004		Completion Deadline : September 30 th , 2004	

Prepared by: Name: Rosetta Buikova
 Position: Chief Expert, Coordinator BBP
 Institution/organization: Smolyan Municipality, ASPE Directorate

Project Title : G1:O4: PG2: p1: Improving Energy Efficiency in the public sector High School of Natural Sciences and Maths, Raikovo District, Smolyan		Relevance to Strategy Program: G1: O4: P2: Improving the state of the material and technical base of educational institutions in Smolyan Municipality
Brief Description of the Project: Improving energy efficiency in the High School of Natural Sciences and Maths Raikovo District, Smolyan, to reduce public spending in the long run. The school is one of the oldest high schools in the municipality and is listed in the top thirty elite high school institutions in the country. The “new” wing was constructed in 1971 using technologies incompatible with energy efficiency strategies and unfamiliar for the public sector in that period. Activities include: Development of full project designs Installation of thermo-isolation and replacement of the existing window and doorframes.		
Expected Outcome/Results: Improved ability to heat the school effectively and cost efficiently Reduction in expenditures by 25% compared to present levels of heating expenses.		Target Groups : 581 students 48 teachers 11 other staff
Participants in the Project: School Parent-Teacher Committee School Management Businesses as potential sub-contractors		
Success Assumptions: Experience of the Teacher-Parent Committee, the School management and Smolyan Municipality in implementation of joint projects Effected procedure for development of full project design Identified sub-contractors with capacity to implement the project works Identified donor program and approved project idea at first evaluation phase.		Risks: Change in priorities of the donor program
Project Budget:		
Total: 231,000 BGN	Municipal Contributions: -	External Funding: European Bank for Reconstruction and Development: 75% Ministry of Energy and Energy Resources: 25%
Project Duration: From: 2004 To: 2005		Implementation Deadline : 2005

Prepared by: Name: ? ???????? ??????????
 Position: ?? ???????? “?????????????”
 Institution/organization: ??????? ???????

<p>Project Title : G1:O3:PG1p3:Interior modernization of Alibeev Konak architectural complex (of national value) and its establishment as a cultural and training center in folklore performance arts</p>	<p>Relevance to Strategy Program : G1:O3:PG1 : Education and Cultural Services Program</p>
<p>Brief Description of the Project: <u>Project Goals:</u> To Enhance the tourist product of the municipality by investments in cultural heritage To improve the quality of cultural tourism offer of Smolyan municipality by establishment of new products and extending the access to existing cultural sites (Smolyan History Museum) to disabled people To promote the cultural tourism offer of the municipality by development of internet and multi-media based promotion campaign <u>Project activities include:</u></p> <ul style="list-style-type: none"> ▪ Preparation of technical designs, full renovation of the interior of the national cultural architectural monument “Alibeev Konak”, District of Gorno Raikovo, Smolyan, as well as adjustment of its premises for tourist accommodation and for the needs of training into traditional Rhodope folk lore performance arts (folklore singing, dancing and playing musical instruments), as well as a demonstration center of traditional Rhodope cuisine. Improvement of related public infrastructure and reconstruction of the street leading to Alibeev Konak, including sidewalks and street lightning ▪ Adjusting the permanent display of Smolyan’s History Museum for access for disabled people by purchasing and installing special platforms and technical devices to allow such access ▪ Assessment of existing cultural resources related to traditional community summits (<i>sabori</i>), to Rhodope folklore performance arts and traditional Rhodope cuisine, and their organization into new cultural tourism products ▪ Promotion of the cultural available in Smolyan municipality, including new products developed by means of printed materials, Internet promotion, promotional tours and participation in national and international tourist exchanges 	
<p>Expected Outcome/Results: Creation of new jobs:</p> <ul style="list-style-type: none"> ▪ 73 jobs in construction and renovation activities, with duration between 2 and 6 months. ▪ 3 permanent jobs, 1 full-time, 2 part-time ▪ Employment of external experts for product development 5 ▪ Improvement of quality of life standards for citizens ▪ Improved attractiveness of the residence area in Gorno Raikovo District, reconstructed Shipka street, where an estimate of 1000 people live ▪ Access for disabled people to Permanent exposition of Smolyan History museum ▪ Local ownership of project knowledge products Creation of multi-language promotional tool kit to be use by all stakeholders in tourism: 	<p>Target Groups :</p> <ul style="list-style-type: none"> ▪ 76 people employed for project implementation, equaling to 3,214 workdays ▪ Bulgarian and foreign tourists ▪ Bulgarian and foreign intermediaries on tourist market ▪ The High School of Folklore Performance Arts in Shiroka Laka village ▪ Smolyan History Museum ▪ Local tourists; people from local communities ▪ Local tourism-related businesses and IT companies

<ul style="list-style-type: none"> ▪ Circulation of 2000 copies of “Temptations of Rhodope Cuisine” brochure in four languages ▪ Circulation of 12000 copies of promotional leaflets presenting the cultural offer of the region. ▪ Creation of a web-site, allowing on-going utilization of promotional activities ▪ Creation of multi-media CD-ROM in circulation of 1000 copies. 		
<p>Participants in the Project: Smolyan Municipality High School of Folklore performing Arts in Shiroka Laka Village Smolyan History Museum IT companies Construction companies</p>		
<p>Success Assumptions : Availability of full designs for project works Identified potential sub-contractors for supplies and services Experts in restoration works in available locally Advanced negotiations with relevant central government agencies for securing external funding Approval from the National Institute of Cultural Monuments passed.</p>		<p>Risks : External funding still to be secured Drastic change in tourist demand</p>
<p>Project Budget:</p>		
<p>Total: 625,650 BGN</p>	<p>Municipal Contributions : 11,562 BGN (1.5%)</p>	<p>External Funding: 614,050 BGN Pre-accession instruments 70%, Private funding 30%</p>
<p>Project Duration: From: 2004 To: 2006</p>		<p>Completion Deadline : September 2006</p>

Prepared by:

Name: Ilia Godev, Tanya Mareva and Maria Luincheva

Position: Head of Tourism Department Position: Director of President

Institution: Smolyan Municipality, Smolyan History Museum, Luincheva Designs ltd

Project Title: G1:O2:PG1: p6 : Reconstruction and hydro isolation placement of Lazl Nagi Museum House in Raikovo District, Smolyan		Relevance to Strategy Program: G1:O2:PG1: “Beautiful Bulgaria Program (BPP) Phase IV”	
Brief Description of the Project: The building of the present Lazlo Nagi Museum was built 120 years ago in the typical Bulgarian Revival style for Central Rhodope region, and was inhabited by a craftsman’s family. The building is one of the municipal sites declared an architectural monument of national value. The project objective is to improve the overall condition of the building by outside repair, placement of hydro-isolation and hydro-drainage of surface waters to prevent further damages in the construction. Project activities include: Repair of roof construction and bath facility in the building Refreshment of white-wash of facades and interior Hydro –drainage and hydro-isolation placement			
Expected Outcome/Results : Professional training of 10 persons to acquire qualification needed for reconstruction works Opening 13 job places for duration of 3 months Improving the tourist attractiveness of the location, where the building is situated Dolno Raikovo district Preserving the variety of tourist sites within the town of Smolyan		Target Groups : 13 people to be employed for construction work on the Smolyan History Museum	
Participants in the Project: Ministry Of Labour And Social Policy UNDP Smolyan Municipality		Project Beneficiaries: History Museum –Smolyan, proprietor of the Lazlo Nagi museum The people employed for construction works implementation The community in Dolno Raikovo district and tourist visiting Smolyan	
Success Assumptions: Experience of Smolyan Municipality in the previous phases of BBP, in partnership with MLSP and UNDP. Appointed official in local administration who deals with BB projects		Risks: Delay in coordination procedures with the National institute of Cultural Monuments	
Project Budget:			
Total: 29,368 ??	Municipal Contributions: 14,839 ??	External Funding: MLSP, UNDP: 14,839 ??	
Project Duration: From June 2004 To: Sept 2004		Completion Deadline : September 30 th , 2004	

Prepared by: Name: Rosetta Buikova
 Position: Chief expert, Coordinator BBP
 Institution/organization: Smolyan Municipality, ASPE Directorate
 PROJECT FICHE

Project Title: G6:O2:PG1: p1 : Initiate an LED M&E training procedure		Relevance to Strategy Program: G6:O2:PG1 : LED Monitoring and Evaluation Program	
Brief Description of the Project: Goal of the project: Build capacity within the local administration and stakeholders' group to perform the annual monitoring and evaluation of LED implementation, as well as to institutionalize its management. Activities: Appoint an LED M&E Coordinator from management level in the Municipality Establish an M&E Committee with local government experts and stakeholders Develop appropriate training programs and train members of the M&E Committee in the application of LED M&E procedures and tools Carry out monitoring and evaluation of LED implementation from July to November each year in order M&E reports be used for next fiscal year planning			
Expected Outcome/Results : Institutionalization of LED management by establishing M&E Committee Improve long-term financial and capital investment planning through training in and application of M&E procedures Annual M&E reports each November Improved public -private partnership		Target Groups: Local government officials Stakeholders Board	
Participants in the Project: Local government officials, Stakeholders Board			
Success Assumptions: Political support for M&E on LED Support of stakeholders Experience of Smolyan municipality on implementation of citizen participation models		Risks: Change in national regulation reducing LG competencies in planning for development	
Project Budget:			
Total: 1,500 Euro	Municipal Contributions: 1,500 Euro	External Funding: -	
Project Duration: From: July 2004 To: November 2007		Completion Deadline : November 2007	

Prepared by:
Name: D. Shupeva
Position: EU Integration expert
Institution/organization: Smolyan Municipality

Project Title : G5:O1:PG1: p3: Construction of Sports and Tourism Center “Perelik”		Relevance to Strategy Program: Improvement in sport/recreation infrastructure G5: Attraction of new investments G2: Increasing the number of visitors (tourists) in the municipality (long term impact)	
Brief Description of the Project: The project requires multiannual investments, and includes the following activities: Construction of 8 networks of ski-tracks with total horizontal length 29,775 meters, Construction of servitude areas at a total area of 500 hectares, non-monolithic catering establishments with a capacity of 1,550 people. Detached spaces for emergency accommodation with a capacity of 200 people, Ski lifts and rope-line with a total length of 25,000 meters, Transportation infrastructure: parking places, connecting road, ski-grounds, sanitary facilities			
Expected Outcome/Results: Formation of 100 new places of work Construction of ski- tracks with total horizontal length 29,775 meters. Available additional services infrastructure to provide servicing 1,550 people daily Construction of ski lifts and rope-line with a total length of 25,000 meters. Construction of parking places, ski- grounds. Improved competitiveness of Smolyan compared with other winter sports centers in Bulgaria		Target Groups : Tourists in the municipality Citizens of Municipality of Smolyan Sports clubs and federations Hotel and restaurant owners Smolyan Municipality	
Participants in the Project: Municipality of Smolyan Stockholders and owners of terrains Strategic investors		Municipal Contribution/Financial and in-kind: 2,500,000 USD	
Success Assumptions: Presence of suitable terrain and long winter The experiences of the Municipality of Smolyan at the construction of sport and tourist infrastructure Approved environmental assessment of project’s impact Approved Spatial planning for the site.		Risks : Suspension of the financing	
Project Budget:			
Total : 68,060,000 BGN	Municipal Contributions: 4,100,000 BGN	External Funding: 6,390,000 BGN	
Project Duration: It is necessary a presence of complete investment and technical project for the determination of the project duration		Completion Deadline : Not yet confirmed	

Prepared by: Name:
 Position:
 Institution/organization:

<p>Project Title : G2:O1:PG3: p2 : Traditions and the past: An alternative for the Future, Mogilitsa village</p>	<p>Relevance to Strategy Program : 2002-2006 G2:O1:PG3 : Rhodope Crafts Program</p>
<p>Brief Description of the Project: The goal of this project is development of a demonstration center to promote crafts-related tradition of the local community among both the community's members and tourists, visiting the area. Objective of the projects:</p> <ul style="list-style-type: none"> ▪ To preserve local cultural heritage by creating conditions for continuity among generations trough training of young people in practicing traditional Rhodope crafts ▪ To establish demonstration workshops to operate as tourist attraction sites in order to fill in the gap by restitution of the major site (Agushevi Konatsi) as primary site, visited by tourists visiting Upper Arda River area ▪ To open a souvenir shop selling crafts product produced by local craftsmen ▪ To promote the tourism opportunity and local community's tradition at national and international level <p>Activities:</p> <ul style="list-style-type: none"> ▪ Survey on crafts tradition in the area ▪ Development of training programs and conduct of training of local young people in crafts skills ▪ Preparation and publication of promotional materials and installation of information boards for tourist ▪ Establishment of a demonstration crafts center and souvenir shop for sale of crafts product 	
<p>Expected Outcome/Results:</p> <ul style="list-style-type: none"> ▪ Database creation on characteristics of local crafts ▪ Developed map of crafts in Upper Arda River area ▪ Developed training materials, purchased craft equipment and conducted training of local young people in Rhodope crafts skills (woodcarving, metalwork and traditional weaving) ▪ Established and operating Crafts Demonstration Center with craftsmen workshops adjusted for tourist visits in Mogilitsa Village, and operational retail outlet for sale of craft products ▪ Improved information infrastructure through installation of tourist info and guiding signs for the village and the area 	<p>Target Groups :</p> <ul style="list-style-type: none"> ▪ 18 presently practicing local craftsmen and newly trained young people that will enrich their knowledge of traditional Rhodope crafts and their artistic characteristics ▪ 11 hotel owners include in the product improvement program ▪ Local Tourism Council ▪ Mogilitsa Mayor including improved income opportunities for community members
<p>Participants in the Project: 18 local craftsmen Local private businesses including eleven hotel owners in the area of Mogilitsa Local Tourism Council in Mogilitsa</p>	

Success Assumptions : Continuity of tourism development policy carried by Smolyan Municipality Experience of LTC-Mogilitsa in Tourism development projects Established track record of cooperation between Smolyan Municipality and LTC (Mogilitsa) Approved and secured external funding Availability of craft tradition in the project site		Risks: Lack of interest in project participation of some local stakeholders
Project Budget		
Total: 1,640,397 BGN	Municipal Contributions: 4934,97 BGN	External Funding: 1,1469,00 BGN
Project Duration: From: April 2004 To: December 2004		Completion Deadline : December 2004

Prepared by:

Name: M. Chochev

Position: Chair of MB of LTC (Mogilitsa)

Institution/organization: Local Tourism Council (Mogilitsa)

Project Title : G1:O1:PG2: p4 : Construction of water supply system for Razvantzi area, P. Serafimovo Village		Relevance to Strategy Program: G1:O1:PG2 : Wastewater Improvement Program Identify and prepare project briefs and programming documents for specific wastewater improvement projects	
Brief Description of the Project: The project includes the construction of a water tank, basin, cistern, reservoir and water conduit to ensure the extra supply of water to the population of the village of Serafimovo. The overlying water quantity from the new reservoir joins to the existing reservoir on a lower elevation. The length of the water-conduit: 1,956 meters, reservoir 15 square meters, 16 pumping-shaft			
Expected Outcome/Results : It should ensure a normal water supply for the population of drinking water, and should also minimize the maintenance and repair expenses associated with the water supply and sewerage system. Improvement of anti-fire protection and improvement of the drinking water quality		Target Groups : The population of the village of Serafimovo, neighborhood Razvantzi: 219 inhabitants	
Participants in the Project : Smolyan Municipality Department of Construction, Constructional Control and Ecology The population of village of Serafimovo and the neighborhood Razvantzi (219 inhabitants) Water Supply & Sewerage system Smolyan Social Investment Fund		Municipal Contribution/Financial and in-kind: Investment control Constructional control	
Success Assumptions: Strong social impact and the creation of a functional infrastructure. It is a crucial factor for a normal life and development of the village		Risks : If it becomes impossible to ensure the necessary financial resources.	
Project Budget:			
Total: 183,044 BGN	Municipal Contributions: 36,700 BGN	External Funding: 146,344 BGN	
Project Duration: From: May 2005 To: September 2006		Completion Deadline : September 2006	

Prepared by: Name: Y. Vladimirov
 Position: Chief Expert Water supply and Sewage system Construction
 Institution/organization: Construction, Supervision of Works and Ecology Department, Smolyan Municipality

Project Title : G2:O1:PG1: p4: Strengthening TIOs network performance in Smolyan municipality Duration: 12 months beginning June 2004		Relevance to Strategy Program : G2:O1:PG1 : Smolyan Tourism Promotion Program	
Brief Description of the Project: The project has three objectives, for the achievement of which specific activities are planned: <ul style="list-style-type: none"> ▪ The first objective of the project is the publication of a informational guide for the region containing information on tourist destinations as well as tourist accommodations and amenities. The guide, to be published twice a year, is the first of its kind in the region. The guide will be distributed by the four tourist information centers (Smolyan, Mogilitsa, Momchilovtsi, Shiroka Luka), and Smolyan Hoteliers and Restaurateurs Association, and will be made available at the Smolyan Regional Library, Historical Museum and Planetarium ▪ The second objective is to purchase special display equipment for the organization and display of the guide and other tourist-related information ▪ The third objective of the project is to better collect and manage tourist related information through the purchase of computer equipment for the Smolyan Municipal Tourist Information Center. The duration of the project is expected to last approximately one year 			
Expected Outcome/Results: Publication of two issues of Smolyan Tour Info Guide, each in circulation of 2,000 copies Improved display of tourist related materials Setting and operation of a more efficient and effective collection, management Dissemination of the tourist information		Target Groups : TIOs in Smolyan Tourism Stakeholders Smolyan local administration Public tourist sites in the municipality	
Participants in the Project: Smolyan Municipality, Smolyan Municipal Tourist Information Center, Shiroka Luka Tourist Information Center, Mogilitsa Tourist Information Center, Momchilovtsi Information Center, Smolyan Hoteliers and Restaurateurs Association, Rhodopi Regional Tourism Association.			
Success Assumptions: Experience of the partners in preparing promotional materials at local and regional level (Regional tourist Association, Hotel and Restaurateurs Association, Municipal Tourism Department) Good partnership history of the parties listed above		Risks: There is always the risk that the guide will be ill-received or information in the guide will be inadequate for tourists, thus failing to increase tourism in the region.	
Project Budget:			
Total : Total cost of the project amount to: 9,787 BGN (USD\$ 6,132)	Municipal Contributions: 3,290 BGN	External Funding: 531 BGN	
Project Duration: From: June 2004 To: May 2005		Implementation Deadline : May 2005	

Prepared by: Adam Bramm
 Name: PC Volunteer
 Position: Internship in T&I Dept.

Institution/organization: Smolyan Municipality.