



Presentation Title: Larnaca Experience

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Project status of Larnaca

profile of LARNACA

- The third largest city & region in Cyprus
- One of the oldest cities / regions in Europe
- Area 32.5 km²
- Population 80.000 inhabitants
- Mediterranean coastline of Larnaca District 75km
- Relatively flat

the advantages of LARNACA

- Central geographical location
- Excellent road network connecting other cities
- The eastern most European city
- Hosts the main airport, the second port and a marina
- Larnaca district accommodates two of the three Cyprus Power Stations.
- More than 40% of RES are based in Larnaca district
- Family friendly city
- Low cost of living
- Safe city
- Larnaca salt lake [Natura 2000 site / Ramsar site]

the challenges LARNACA faces

A TIME OF TRANSITION

- By Cyprus becoming a member of the EU, Larnaca is searching for a new role in the National / Regional and International arena

LARNACA team progress

COMPLETED WORK

- Distinctive Memory: where the present situation of the city was mapped.
- Diagnostic Phase: where the current state of Larnaca was determined and a SWOT analysis was conducted
- Strategic Framework: where the creation of plausible future scenarios and visions for Larnaca were identified.

CURRENT AND FUTURE WORK

- Strategic Framework (cont.): where a prioritized list of projects will be identified and from which a selection will be made.
- Action Plan: where an action plan will be elaborated that will include the agents involved, the required time frame and resources.





Lessons learned

Availability (or lack) of data about the city

- Good Data available from:
 - Desk Studies
 - Larnaca Municipality
 - Governmental and semi Governmental Departments (Statistical Service, CTO, EAC, CYTA etc.)
 - Websites (Eurostat etc.)
- Approximately a month delay for the response of organizations
- Economic crisis in March 2013, meant that important up-to-date economic data was not available

Participation of stakeholders

- Low participation of municipal councilors from Larnaca and other municipalities of the District
- Good level of involvement during the workshops but low levels of written feedback
- Low understanding of methodology caused confusion during workshops
- Conflict was encountered in the steering committee during the strategic framework process with regards the vision

Achievement in relation to the goals and expectations

- Goals in general terms achieved
- First Diagnostic Report which examined the current situation of Larnaca is the first report of its type and analysed in depth a variety of thematic sectors. The report was very well received from the Mayor, the Stakeholders and the International Expert.

Weaknesses and difficulties

- Danger that one of the strategic axis (energy hub) which was identified during the strategic framework by the Larnaca Working team, may not be accepted from the Municipal Council
- Translations take time



Recommendations about the implementation of strategic projects

human institutional plans

- City and project branding
- Good promotion of Projects
- High level of personal commitment
- Participatory projects engage community involvement and mobilised the local community to implement it.
- Key people who were involved in strategic project's development and are likely to take an interest in its implementation.
- Depending on the type of the project, the involvement of the stakeholders/agents varies in number and type.
- Stakeholders come together on projects for differing reasons, each with a desired end result in mind. How control of a project is shared can be important if it has the potential to affect the final outcome, which is a reason to think through the whole project cycle of a proposed project to try to foresee the possible implications of the balance of power.
- The strategy should be built around a common “vision” for the future and should serve as a source of inspiration, and not merely a technical description of work to be done.

financial

- Possibility of co-funding with private or public sector institutions is encouraged in larger projects, i.e. PPP [public-private partnerships]
- Enable project promoters to focus on making projects bankable and operational.
- Once the strategic project will be selected and approved, the implementation of the project will be done through the annual budget, either of the Municipality, or of the Government.
- The Municipality services and projects are funding through the taxation, the loans, the structural funds or the PPP.





USUDS Methodological Guide

Have you made changes/adaptations of content and proposals in the USUDS Methodological Guide? Which?

- A SWOT analysis was carried out in the First Diagnostic Report, which was not a requirement of the Methodological Guide
- No transversal analysis of the 5 sectors (demographic, infrastructure, environment, economy and urban planning) was made, during the Diagnostic Phase, as required by the methodological guide However, strategic projects will be prioritised based on the transversability of the above 5 sectors.

What recommendations do you propose for the creation of new strategic planning experiences in other cities?

- The SWOT analysis proved to be a very useful instrument in evaluating the current situation of a city and would be recommended
- Longer time periods should be given for the completion of the Strategic framework and the action plan.
- Ongoing review by an observatory which will continue to receive and provide up-to-date data and observe in real-time significant changes which may affect the vision and the strategic projects
- Methodology could include directions and guidance on how best to implement the strategic projects (e.g. EU funding guidelines, promotion of the strategic projects, branding etc.)



ÀREA METROPOLITANA DE BARCELONA (BARCELONA-SPAIN)

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