

## **Local Strategic Economic Development Strategic Plan Survey- 2004**

Corridor VIII has strong potential for strengthening economic development in the Balkans region. One element in realizing this economic development potential is the degree to which municipalities respond to the opportunities presented by improved regional transportation and related cooperative efforts in their own economic development strategies.

The following sections present summary profiles of the Strategic Economic Development Plans of twenty-six municipalities in Albania, Bulgaria, Kosovo, and Macedonia, with a matrix highlighting the strategic goals of the various plans. This information was assembled over the past few months for several purposes:

- As a convenient information source for future regional and local economic development planning
- As a starting point for discussion on how Corridor VIII can support specific local economic development strategies; and
- To encourage increased emphasis on regional approaches to local economic development in the region.

While this paper was prepared primarily as a resource for discussion, rather than as a detailed analysis, the profiles suggest two general points:

1. While only a few of the plans have strategic goals specifically addressing transportation improvements, key goals of all of the plans – such as supporting business and agriculture development as well as expanding tourism – will clearly benefit from an improved regional highway system.
2. Only eight of the twenty-six plans include goals or action plans specifically addressing regional and cross-border cooperative efforts for economic development. Increasing involvement of municipalities in Corridor VIII planning and implementation is likely to encourage local recognition of the benefits of regional approaches to economic development, and facilitate multi-municipality and cross-border strategies to strengthen local economies.

Included in this discussion paper is a list of the municipalities included in the survey, a matrix comparing the goals of the strategies included in the report, and individual profiles of each municipal LED strategy. It should be noted that we are quite sure that we did include all the LED strategies that exist in the region, but they were the ones we could obtain after several efforts to canvass the region. It should also be noted that the DELTA project, co-sponsored by OSI/LGI and the

World Bank is currently assisting Albanian municipalities generate LED strategies. As these strategies come on line and are adopted, we will add them to our survey.

### **Corridor VIII**

#### **Local Economic Development Profiles**

##### **Albania**

- Elbasan
- Kucova
- Pogradec

##### **Bulgaria**

- Montana
- Orel District, Razgrad
- Smolyan

##### **Kosovo**

- Istog
- Kacanik
- Klina
- Podujeva
- Prizren
- Viti
- Vushtrii

##### **Macedonia**

- Bitola
- Centar
- Debar
- Karpos
- Kocani
- Kriva Palanka and Rankvovec
- Kruscevo
- Kumanova
- Negotino
- Struga
- Sveti Nikole
- Tetevo
- Vinica

**LED Profile:** Elbasan, Albania

**Location:** The city of Elbasan is located in the center of Albania, and is on the Corridor VIII route.

**Population:** 117,000

**Date of LED Plan Adoption:** April 2000

**Process:** The Mayor of Elbasan appointed a Local Economic Development Committee comprised of local and regional government officials and managers of public enterprises. The Committee was divided into four sub-committees, for Community Capabilities; Business Climate; Community Resources; and Quality of Life.

The first step of the process was to create a Municipal Profile, which includes descriptions of the history, population, and resources of the municipality; social and cultural profiles; and financial institution and industrial profiles. Next, a survey and interviews on business attitudes were conducted, in order to determine the level of businesses satisfaction with the community. Based on the Municipal Profile and business survey, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**LED Strategy:** The strategic vision is for the city to maintain the stability of current businesses as well as facilitate the establishment of new ones, in order to increase economic activity and achieve a strong role in the economy of the metropolitan triangle Tirana-Durres-Elbasan. The LED strategy has four main goals: (1) make citizens more knowledgeable of their social environment; (2) work on environmental issues in order to improve the citizens health; (3) improve the quality of the workforce to enhance the current business climate and to meet the challenges of the future, providing more opportunities for the citizens to find jobs and increase income; and (4) improve the current infrastructure to meet the needs and demands for the next decade.

**Action Plans and Project Initiatives:** Elbasan has identified objectives for each of the four major goals of its LED Plan, as well as action plans to achieve these objectives. Each action plan identifies specific projects to be implemented, together with the target dates for completion, responsible implementing organizations/individuals, and sources of funding.

- **Goal One**, making citizens more knowledgeable of their social environment, includes two action plans with various projects to improve local civil education.
- **Goal Two**, targeting environmental initiatives to improve the citizens' health, includes three Action plans with such initiatives as establishing a committee that will evaluate the level of pollution and inform the public about it.

- **Goal Three**, focusing on improving the quality of workforce to enhance the current business climate, and thus provide more opportunities for the citizens to find jobs and increase income, has nine Action Plans, which include such projects as developing a guide with information on Elbasan's natural resources, and determining incentives to stimulate more investment.
- **Goal Four**, improving infrastructure to meet the needs and demands for the next decade, includes six Action plans, which address such initiatives as preparation of a master plan for the city, surveying housing needs, and creating project designs for sewerage, phone, and electrical systems.

**Potential Relationships to Corridor VIII Development:** The achievement of Elbasan's LED strategic plan goals, and especially the achievement of the second, third and fourth goals, can be strongly supported by the development of Transportation Corridor VIII highway connections. The above goals are highly affected by access to markets, expansion of businesses, and establishment of a new and modern infrastructure. Elbasan is a manufacturing center, very isolated because of poor roads and rail service. Corridor VIII cuts directly through Elbasan and is a potentially significant factor in local economic development because it will create better access to markets and raw materials.

**LED Profile:** Kucova, Albania

**Location:** Kucova is located in the southwestern part of Albania, and is close to the Corridor VIII route.

**Population:** 48,000

**Date of LED Plan Adoption:** October 1999

**Process:** The Mayor of Kucova appointed a Local Economic Development Committee comprised of local and regional government officials and managers of public enterprises. The Committee was divided into four sub-committees, for Community Capabilities; Business Climate; Community Resources; and Quality of Life.

The first step of the process was to create a Municipal Profile, which includes descriptions of the history, population, and resources of the municipality; social and cultural conditions; and financial institution and industrial profiles. Drawing on the Municipal Profile, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**Main LED Strategy Components:** The strategic vision is for the city to survive in the free market economy by exploiting its oil reserves and changing itself into a place with industrial potential and with good working and living conditions. The LED strategy of Kucova has ten goals: (1) reduce the number of homeless families by 30% by the year 2004; (2) establish a comprehensive land use development plan; (3) reduce pollution and increase the quality of the environment for the citizens; (4) enhance urban transportation in Kucova; (5) upgrade the marketing program to enhance Kucova's business investment potential; (6) improve the school system and provide qualified teachers; (7) improve health service through infrastructure improvements; (8) increase power supply to meet the population and business needs; (9) reconstruct the internal water distribution net to provide 24 hour a day supply; and (10) increase the number of telephones in Kucova by 2000 units.

**Action Plans and Project Initiatives:** Kucova has identified objectives for each of the ten goals of its LED Plan, as well as action plans to achieve these objectives. Each Action Plan identifies specific projects to be implemented, together with the target dates for completion, responsible implementing organizations/individuals, and sources of funding.

- **Goal One**, reduce the number of homeless families by 30% by the year 2004, includes six action plans with such projects as identification of all properties that are available for housing, and establishing lending institutions in the city.
- **Goal Two**, establish a comprehensive land use development plan, includes seven action plans with such initiatives as undertaking a comprehensive

macro-urban study and establishing a public education program to counteract illegal construction.

- **Goal Three**, reduce pollution and increase the quality of the environment for the citizens, includes twelve action plans, with various projects on increasing the green areas in the city and expanding the current industrial waste removal system.
- **Goal Four**, enhance urban transportation, includes six action plans, which address such projects as preparation of a feasibility study for a beltway in the city and identification of areas for paid parking lots.
- **Goal Five**, upgrade the marketing program to enhance investment, has six action plans which include various projects such as preparation of new brochures to be used as marketing tool, designation of a web site for Kucova, and establishment of business associations;
- **Goal Six**, improve the school system and provide qualified teachers, has six action plans, which include such projects as determining the extent of the infrastructure deficiencies and providing training courses for teachers.
- **Goal Seven**, improve health service through infrastructure improvements, includes six action plans with various projects for upgrading the old and constructing new health centers, getting new equipment, and providing training for employees.
- **Goal Eight**, increase power supply to meet the population and business needs, includes seven action plans which address such initiatives as developing a plan on how to increase power supply, and replacing the low capacity equipment with higher capacity ones.
- **Goal Nine**, reconstruct the internal water distribution net to provide 24 hour a day supply in Kucova, has three action plans, which include projects that will determine the specifics of current deficiencies as well as demands for the future.
- **Goal Ten**, increase the number of telephones in Kucova by 2000 units, has five action plans which include such projects as creating a new urban telecommunication network, and installing the right equipment for the needs of the community.

**Potential Relationships to Corridor VIII Development:** The achievement of Kucova's LED strategic plan, and particularly the achievement of the first, fourth, fifth and ninth goals, can be supported by the development of Transportation Corridor VIII highway connections. The above goals are highly affected by access to markets, expansion of businesses, and establishment of a new and modern infrastructure. The Corridor VIII route is very close to Kucova, and is a potentially significant factor in local economic development because it will create better access to markets and raw materials, and will bring new business and investors in the city.

**LED Profile:** Pogradec, Albania

**Location:** The city of Pogradec is located in the southeast of Albania and is on the Corridor VIII route.

**Population:** 86,000

**Date of LED Plan Adoption:** April 2000

**Process:** The Mayor of Pogradec appointed a Local Economic Development Committee comprised of local and regional government officials and managers of public enterprises. The Committee was divided into four sub-committees: Community Capabilities; Business Climate; Community Resources; and Quality of Life.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, resources, social and cultural conditions, financial institutions, and industrial base. Drawing on the Profile, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**Main LED Strategy Components:** The vision of the municipality of Pogradec is to transform the city into a good place to work, live, and visit; to enhance its potential for tourism; and to protect the existing natural environment. The city's LED strategy has three main goals: (1) transform the city into a major tourist center; (2) revitalize the small traditional businesses to meet tourist industry demands; and (3) reduce unemployment and increase personal income and introduce better legislation;

**Action Plans and Project Initiatives:** Pogradec has identified objectives for each of the three major goals of its LED Plan, as well as Action Plans to achieve these objectives.

- **Goal One**, transform the city in a major developed tourist center, has four Action Plans, which address such initiatives as preparation of the land use plan for the physical development of the city, setting the priorities on the implementation of this plan, and raising the citizen's awareness regarding the quality of the public services delivery;
- **Goal Two**, revitalize the small traditional businesses to meet tourist industry demands, has three Action Plans, which include such projects as identification of traditions in Pogradec and establishment of a local market to sell artisan products;
- **Goal Three**, reduce unemployment, increase personal income and introduce better legislation, includes three Action Plans, that will evaluate the unemployment rate, determine the resident's purchasing power, and improve legislation.

**Potential Relationships to Corridor VIII Development:** The achievement of Pogradeci's LED strategic plan objectives and goals, especially the achievement of the first and second goals, can be supported through the development of Transportation Corridor VIII highway connections. The above goals are highly affected by access to markets and establishment of a new and modern infrastructure. Pogradec is a city with a big potential for tourism development. However, the lack of infrastructure has been a major obstacle for bringing foreign and local tourists to the city. Corridor VIII cuts right through Pogradec and will have a major impact in its development because it will facilitate access to the city and its beaches, and at the same time will create more job opportunities.

**LED Profile:** Montana, Bulgaria

**Location:** The city of Montana is located in the northwest of Bulgaria, and is near the Corridor VIII route.

**Population:** 60,000

**Date of LED Plan Adoption:** Not known.

**Process:** Montana created a Local Economic Development Team appointed by the Mayor. The team is comprised of local government officials and representatives of the business community.

The first step of the process was to create a Municipal Profile, which includes descriptions of the history, population, social and cultural conditions, employment, and industrial base. Next, a SWOT analysis was conducted. The results of the profile and analysis were taken into consideration in determining specific sector strategies and projects. Based on this work, a Local Economic Development Strategic Plan was developed, including a vision statement, goals and objectives, and an action plan.

**Main LED Strategy Components:** Montana's LED strategy has seven main goals: (1) development of SMEs; (2) preparation of the local business environment in anticipation of Bulgaria's joining the European Union (EU); (3) retention and expansion of local business (4) attraction of foreign investment; (5) development of a sustainable and competitive agricultural industry; (6) development of tourism; and (7) development of human resources.

**Action plans and Project Initiatives:** Montana has identified objectives for each of the seven major goals of its LED Plan, as well as action plans to achieve these objectives. Each action plan identifies specific projects to be implemented, together with the target dates for completion, responsible implementing organizations/individuals, and sources of funding.

- **Goal One**, development of SMEs, has six action plans, which include such initiatives as establishing the JOBS center under UNDP and participating in the Regional Committee for Economic Development.
- **Goal Two**, preparation of the local business environment in anticipation of Bulgaria's entry into the EU, has three action plans, which include advertising the country's access to the EU and providing training and seminars for a better understanding of the impact that this move will make.
- **Goal Three**, retention and expansion of local business, has five action plans, which include such projects as trade shows, technical fairs and exhibitions, surveys to identify ongoing needs of local business, and creating a database that includes local business profiles.
- **Goal Four**, attraction of foreign investments, includes nine action plans, which address such initiatives as redesigning and updating the municipality's

web sites; organizing trade missions; improving relations with trade offices in foreign embassies, particularly in the American, German, Greek and Italian embassies; and improving infrastructure and reconstructing the metro system.

- **Goal Five**, development of a sustainable and competitive agricultural industry, has seven action plans, with various initiatives such as training farmers to understand the new EU requirements, upgrading existing machinery and introducing new as needed, and providing information on potential markets for agricultural growth.
- **Goal Six**, development of tourism, has eight action plans, which include creating a tourist information center, construction of new roads that will connect Montana with other cities in the Northwest Region of Bulgaria, development of marketing materials, and establishment of a website.
- **Goal Seven**, development of human resources, has five action plans, which include providing training to improve people's qualifications, and providing information to unemployed people about job opportunities.

**Potential Relationships to Corridor VIII Development:** The achievement of Montana's LED strategic plan goals, and especially the achievement of first, third, fourth and sixth goals, can be supported through the development of Transportation Corridor VIII highway connections. The above goals are highly affected by access to markets, expansion of businesses, and establishment of a new and modern infrastructure. Montana has a strategic geographic position, available workforce, and a well-developed banking sector. Corridor VIII, with its highway connections, will improve Montana's opportunity to become a center for trade and tourism in the northwest Bulgaria.

**LED Profile:** Orel District, Razgrad, Bulgaria

**Location:** The District of Orel is part of Razgrad, a city located in the northeast of Bulgaria.

**Population:** 16,000

**Date of LED Adoption:** Circa 2002

**Process:** The planning process was conducted in a traditional format using a volunteer committee from the business community in the Orel District. The first step of the process was the establishment of the Orel Business Association whose goal was to evaluate business demands and identify partnerships and cooperative arrangements that could be undertaken to improve social and business climates. The Association appointed a committee that prepared a guide for the development of the district. The Association also conducted a survey on "Business Improvement" in the district.

Next, based on the survey and interviews with business people, a Local Economic Development Strategic Plan was developed, including a vision statement, goals and action plans.

**LED Strategy:** The LED strategy of Orel, has six main goals: (1) improve the current infrastructure in order to retain current and enhance future business; (2) create a better environment for children; (3) upgrade transportation to make Orel a more desirable destination for business and improve access to the center of Razgrad and other business centers; (4) make available affordable small credit programs to stimulate the development of business in the area; (5) develop a customer relations program; and (6) promote and market joint activities to spur business growth in the area.

**Action Plans and Project Initiatives:** Orel has identified objectives for each of the six major goals of its LED Plan, as well as Action Plans to achieve these objectives. For each action plan, the Association identified specific projects to be implemented, together with target dates for completion, responsible organizations/individuals, and sources of funding.

- **Goal One**, improving infrastructure, has five action plans focusing on to identify those infrastructure problems that require immediate attention .
- **Goal Two**, improving the environment for children, there are four action plans including initiatives such as the establishment of a Task Force that will identify places in the district and specifically in the commercial area that need rehabilitation or reconstruction.
- **Goal Three**, upgrading transportation, has six action plans, including initiatives to determine transportation needs and priorities.

- **Goal Four**, providing affordable credit programs to stimulate business development, has two action plans, with initiatives such identification of potential and available options for a small credit programs.
- **Goal Five**, developing a customer relations program, includes two action plans with projects such as a study to determine the most appropriate way to undertake a customer relations program.
- **Goal Six**, promoting joint activities to spur business growth, has three action plans including projects to determine the type, method and extent of joint marketing potential for the district, and establishing a task force to develop a marketing plan. and prepare an implementation plan.

• **Potential Relationships to Corridor VIII Development:** The achievement of the Orel, Razgrad, LED strategic plan's objectives and goals, especially the achievement of the first, third and sixth goals, can be assisted through development of Corridor VIII. The above goals are highly affected by access to markets and raw materials, as well as by the establishment of adequate modern infrastructure. Corridor VIII cuts directly through Razgrad and will have a major impact on the development of the whole area, providing better access to the city and opening additional employment opportunities.

**LED Profile:** Smolyan, Bulgaria

**Location:** The city of Smolyan is located in the southern part of Bulgaria, very close to the border with Greece.

**Population:** 47,500

**Date of LED Plan Adoption:** February 2001

**Process:** Smolyan created an internal committee, called Interdepartmental LED Committee that was appointed by the Mayor. The committee is comprised of local and regional government officials. Besides this committee, two more commissions have been established to oversee LED: the Budget and Economic Development Commission with six members; and the Privatization, Municipal Property and Investment Commission with nine members.

To move forward with the process, Smolyan created a Municipal Profile, which included descriptions of the history, population, social and cultural conditions, employment, and industrial base. Next, a survey on "Business Opinion" was distributed to 25 companies established after 1990. In addition, a SWOT analysis was made. The results of the analysis and the survey were taken into consideration in developing the Local Economic Development Strategic Plan, including a vision statement, goals and action plans.

**LED Strategy:** The municipality of Smolyan has a vision of their city as a top destination for tourists, with a strong and developed private sector. Smolyan's LED plan has six goals: (1) improve the living conditions of the citizens to reduce their out-migration, and to increase tourism in Smolyan; (2) identify tourism opportunities and create supporting infrastructure to establish Smolyan as a preferred destination for tourism; (3) initiate with partner agencies an integrated business support and service delivery mechanism to facilitate SME growth and development; (4) support local companies to improve their productivity and enhance Smolyan's capacity to deliver effective and sustainable LED; (5) establish programs to retain existing local and foreign businesses and attract new investment; and (6) put in place necessary management systems and procedures to ensure timely and effective implementation of agreed-upon LED programs.

**Action Plans and Project Initiatives:** Smolyan has identified objectives for each of the six goals of its LED Plan, as well as action plans to achieve these objectives. For each action plan, specific projects are identified, together with target dates for completion, estimated cost, responsible organization/individuals, and sources of funding.

- **Goal One**, improving the living conditions of the citizens to stop their migration and increase tourism, includes thirty nine action plans, with various projects such as building a road, conducting a sewage and water

improvement program for better business and community development, and upgrading sites of historical and cultural significance.

- **Goal Two**, identifying tourism opportunities and creating supporting infrastructure, has twelve action plans, which include identifying tourism opportunities to establish Smolyan as a preferred tourist destination, and the establishment of the "Northern Greece" Tourism and Rhodope Crafts programs that will create tourist connections with Macedonia, Greece, and Bulgaria.
- **Goal Three**, initiating with partner agencies an integrated business support and service delivery mechanism to facilitate SME growth, has nine action plans, including projects such as establishment of an SME development and trading program, establishment of SME investment fund program, and preparation of the "Northern Greece" trading program that will expand economic ties and partnerships with Greece.
- **Goal Four**, supporting local companies to improve their productivity and enhance capacity to deliver LED, includes four action plans, with various programs to provide training and support to the business associations.
- **Goal Five**, establishing programs to retain existing local and foreign businesses and attract new investment, has seven action plans. These include programs such as establishment of a formal investment attraction and retention program.
- **Goal Six**, establishing management systems and procedures to ensure timely and effective LED, has eight action plans, including establishment of an LED monitoring and evaluation program.

**Potential Relationships to Corridor VIII Development:** The achievement of Smolyan's LED strategic plan objectives and goals, and particularly the achievement of the first three goals, can be facilitated through the Corridor VIII development. The above goals are highly affected by access to markets and raw materials, as well as by the establishment of adequate and modern infrastructure. Smolyan is a remote and isolated district because of its location in the mountains and its poor roads. It cannot be accessed by railway or plane. This lack of infrastructure has been a major obstacle for its social and economic development. Local officials in Smolyan hope that their city will become an active participant in Corridor VIII, which they believe will have a major impact in the development of the whole area.

**LED Profile:** Istog, Kosovo

**Location:** Istog is located in northwest Kosovo

**Population:** 64,500

**Date of LED Adoption:** March 2002

**Process:** Istog created a Local Economic Development Team appointed by the Mayor. The team is comprised of local government officials, and representatives of the business community and civil society. Besides this team, the municipality assisted with establishment of the Local Economic Development Stakeholders Group, too. The Group consists of representatives from local administration, municipality, business community, private banks and associations.

The first step of the process was to create a Municipal Profile, which included descriptions of history, population, social and cultural profiles, employment, and industrial profile. Next, a SWOT analysis was made. The results of the analysis were taken into consideration to decide upon specific sector strategies and projects. Based on this work, a Local Economic Development Strategic Plan was developed including a vision statement, goals and objectives, and action plans. For each action plan, Istog identified specific projects to be implemented, together with target dates for completion, estimated cost, responsible implementing organizations/individuals, and sources of funding.

**LED Strategy:** In the municipality's vision, Istog will build proper infrastructure and will create the appropriate conditions for the fast growth of the private business. Local government will cooperate closely with the private sector with the purpose of lowering the unemployment level and improving the standard of living of the population. To achieve these goals, Istog divides its LED strategy into six major goals, and under each defines specific action plans and projects. The six main goals are (1) to initiate and coordinate the development of a municipal urban development planning process; (2) to improve infrastructure to enhance business; (3) to strengthen the capacity of existing and new businesses to contribute to the economic growth and development of the municipality; (4) to rehabilitate and develop Istog as a tourist destination; (5) to safeguard and enhance Istog's environmental resources; and (6) to improve the delivery of education and healthcare services.

**Action Plans and Project Initiatives:** Istog has identified objectives for each of the six major goals of its LED Plan, as well as Action Plans to achieve these objectives.

- **Goal One**, establishing an urban development planning process, includes three action plans that will help the establishment of an urban development plan, as well as an implementation unit.

- **Goal Two**, improving infrastructure to enhance business, has ten action plans with various projects for road, water, and power supply improvements.
- **Goal Three**, strengthening the capacity of existing and new businesses to contribute to the economic growth, includes nine action plans with projects such as a development program for SME.
- **Goal Four**, developing Istog as a tourist destination, has one action plan targeting the establishment of a tourism development program.
- **Goal Five**, safeguarding and enhancing Istog's environmental resources, includes two action plans, with projects such as establishing an environmental protection program.
- **Goal Six**, improving the delivery of education and healthcare services, has nine action plans that would establish various health, social and education programs.

**Potential Relationships to Corridor VIII Development:** Successful development of Corridor VIII could be particularly supportive of the first four Goals of Istog's LED Strategic Plan. These goals are highly dependent on access to markets and raw materials, as well as on the establishment of sufficient, modern infrastructure. Because of its favorable geographic position and natural resources, the municipality of Istog could become an attractive tourist destination and center for business. However, Istog is poor and faces a very high unemployment rate. Undeveloped infrastructure has been one of the major obstacles to its social and economic development. Corridor VIII can have a positive impact on the development of the whole area, through creating better, faster and easier access to the main cities, enhancing trade and business, and bringing more job opportunities.

**LED Profile:** Kacanik, Kosovo

**Location:** Kacanik is located in southeast Kosovo, near the Corridor VIII route.

**Population:** 50,000

**Date of LED Plan Adoption:** February 2002

**Process:** Kacanik created a Local Economic Development Team appointed by the Mayor. The team is comprised of local government officials, and representatives of the business community and Kosova Power Corporation. In addition to this team, the municipality assisted with establishment of a Local Economic Development Stakeholders Group. The Group consists of representatives from municipality, business community, private banks, and associations.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, social and cultural conditions, employment, and an industrial profile. Next, a SWOT analysis was conducted. The results of the profile and analysis were taken into consideration in determining specific sector strategies and projects. Based on this work, a Local Economic Development Strategic Plan was developed, including a vision statement, goals and objectives, and an action plan.

**LED Strategy:** In its vision, the municipality sees Kacanik becoming a modern urban town with a developed infrastructure and expanded tourism and other business activity, an attractive place for investors and entrepreneurs in the construction industry, and a taking a leadership role in connecting Kosovo with the entire region. With this vision in mind, the municipality divides its LED strategy into five major goals, with specific action plans and projects for each. The goals are: (1) develop LED institutional support systems that will enable Kacanik's economy to develop more rapidly and dynamically; (2) create opportunities for rural development; (3) develop the physical infrastructure and establish an urban planning strategy for improved municipal planning and development; (4) ensure that local government activities are supportive of Kacanik's business community; and (5) safeguard and enhance Kacanik's environmental resources;

**Action Plans and Project Initiatives:** Kacanik has identified action plans to accomplish each of the five goals of its LED Plan. For each action plan, Kacanik identified specific projects to be implemented, together with target dates for completion, estimated cost, responsible implementing organizations/individuals, and sources of funding.

- **Goal One**, developing support systems for economic growth, includes five action plans, with various initiatives to establish a public-private stakeholder partnership development program,

- **Goal Two**, creating opportunities for rural development, has five associated action plans to strengthen rural development.
- **Goal Three**, developing the physical infrastructure and establishing improved municipal planning and development, has twenty-three action plans, with project initiatives such as implementation of programs for improvement of roads and sanitation, waste and water, and power supply facilities.
- **Goal Four**, ensuring that local government activities are supportive of Kacanik's business community, has nine action plans, including such projects as the establishment of an SME investment fund and training programs.
- **Goal Five**, safeguarding and enhancing Kacanik's environmental resources, includes an action plan with project initiatives for improved drinking water management and a reforestation program.

**Potential Relationships to Corridor VIII Development:** Successful Corridor VIII development will support the achievement of Kacanik's LED strategic vision, and particularly the first, third and fourth goals. These goals are highly affected by access to markets and raw materials, as well as by the development of improved modern infrastructure. Although it has a very favorable geographic position, the municipality of Kacanik is economically depressed and faces a very high unemployment rate (65%). Inadequate infrastructure has been one of the major obstacles for the municipality's social and economic development. Corridor VIII will bring highways closer to the area, and will create faster and easier access to the main cities, helping Kacanik to achieve its vision of strengthening Kosovo's connections to the entire region.

**LED Profile:** Klina, Kosovo

**Location:** Klina is located in northwest Kosovo.

**Population:** 55,000

**Date of LED Plan Adoption:** March, 2003

**Process:** Klina created a Local Economic Development Team appointed by the Mayor. The team is comprised of local government officials and representatives of the business community and civil society. In addition to this team, the municipality assisted with the establishment of the Local Economic Development Advisory Group. The Group consists of representatives from local administration, municipality, business community, private banks, and associations.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, social and cultural conditions, employment, and industrial base. Next, a SWOT analysis was conducted. The Profile and results of the analysis were taken into consideration in deciding upon specific sector strategies and projects. Based on this work, a Local Economic Development Strategic Plan was developed, including a vision statement, goals and action plans.

**LED Strategy:** In the municipality's vision, Klina is a town with an activist government supporting business initiatives and the development of SMEs; a developed agricultural and tourism industry; and high living standards for all groups of the society. Klina's LED strategy has four major goals, each with associated action plans and projects. The four main goals include: (1) improve infrastructure and establish a planning strategy for improved municipal planning and development; (2) safeguard and enhance Klina's environmental resources; (3) local government will function in the support of the business community; (4) develop LED institutional support systems that will enable Klina's economy to grow more rapidly and dynamically.

**Action Plans and Project Initiatives:** Klina has identified action plans for each of the four main goals of its LED Plan. Each action plan includes specific projects to be implemented, together with target dates for completion, estimated cost, responsible implementing organizations/individuals, and sources of funding.

- **Goal One**, improve infrastructure and municipal planning and development, has fifteen action plans, including such initiatives as development of a comprehensive urban planning process and road improvement programs
- **Goal Two**, safeguard and enhance Klina's environmental resources, has six action plans, which include various projects on reforestation, riverbed improvement, and reservoir construction.
- **Goal Three**, local government functioning in support of the business community, includes nine action plans, with projects such as the

- establishment of investment funds to assist new businesses and training programs in business administration, accounting, and management.
- **Goal Four**, develop LED institutional support systems, has four action plans, which address the establishment of business development and business association programs.

**Potential Relationships to Corridor VIII Development:** The achievement of Klina's LED strategic plan goals will be assisted through the development of Transportation Corridor VIII highway connections. These goals are highly affected by access to markets and raw materials, as well as by the establishment of an expanded, modern infrastructure. Undeveloped infrastructure has been one of the major obstacles to Klina's social and economic development. Corridor VIII, with its highways, will make transportation easier and faster, facilitating Klina's access to regional markets and increasing export opportunities.

**LED Profile:** Podujeva, Kosovo

**Location:** The city of Podujeva is located in northeastern Kosovo.

**Population:** 130,000

**Date of LED Plan Adoption:** 2002

**Process:** Podujeva created a LED Team with the assistance of the municipality's Mayor and Chief Executive Officer. The team is comprised of local government officials, leaders of community, and managers of public enterprises.

To move forward with the process, Podujeva created a Municipal Profile, which includes descriptions of the history, population, social and cultural conditions, employment, and industrial base. Next, a SWOT analysis was conducted. The results of the profile and analysis were taken into consideration in selecting specific sector strategies and projects. Based on this work, a Local Economic Development Strategic Plan was developed, including a vision statement, goals, and action plans.

**LED Strategy:** The strategic vision is of Podujeva as a modern European city, with an advantageous business environment and solid entrepreneurship based on free private initiative, and an efficient local administration which will provide incentives and active support for the growth of small and medium enterprises. Podujeva's LED strategy has four major goals, each with associated action plans and projects. The four goals are: (1) delivering effective and professional business-friendly support services to the business community; (2) promoting the development of SME; (3) improving infrastructure to support business; and (4) ensuring that Podujeva's educational system supports LED.

**Action Plans and Project Initiatives:** The LED strategy includes action plans with project initiatives to achieve each of the major goals. Each action plan identifies specific projects to be implemented, together with target dates for completion, estimated cost, responsible implementing organizations/individuals, and sources of funding.

- **Goal One**, delivering business-friendly support services, includes eight action plans with project initiatives such as business association development and a public-private stakeholder partnership development program.
- **Goal Two**, promoting the development of SME, has six action plans, including SME training and investment fund projects.
- **Goal Three**, improving infrastructure to enhance business, has sixteen action plans with projects such as developing urban planning capacity and improving roads.
- **Goal Four**, ensuring that Podujeva's educational system supports LED, includes an action plan establishing an education improvement program.

**Potential Relationships to Corridor VIII Development:** Successful development of Corridor VIII will be particularly supportive of Podujeva's second and third LED goals, which address areas that can benefit directly from development of Transportation Corridor VIII highway connections. Podujeva is part of the Prishtina-Mitrovica-Podujeva triangle, which plays an important role in domestic and regional markets. Undeveloped infrastructure has been a major obstacle for the municipality's social and economic development. Corridor VIII will have a major impact in the development of the whole area, because it will create better, faster and easier access to the main cities, will enhance trade and business, and ultimately bring more job opportunities.

**LED Profile:** Prizren, Kosovo

**Location:** Prizren is located in southwest Kosovo, close to the borders with Albania as well as Serbia and Montenegro.

**Population:** 225,531

**Date of LED Plan Adoption:** July 2003

**Process:** Prizren established an LED team with ten members from the local government and ten members from local businesses and non-government organizations. The LED team nominated an Operational Team, responsible for collecting and processing information, organizing meetings, and conducting interviews associated with LED plan development.

The first step of the process was to create a Municipal Profile, which includes descriptions of the history, population, employment, social and cultural conditions, financial institutions, and industrial base. The municipality also did a SWOT analysis, which together with the Profile was taken into consideration when deciding upon sector strategies and projects. A Local Economic Development Strategic Plan was then developed, including a vision statement, goals, and action plans.

**LED Strategy:** The strategic vision is of the city as a modern economic center for trade, investment, business, and tourism, presenting an attractive environment for the development of private business activities, and encouraging the best use of local economic potential and natural and human resources. The LED strategy has five main goals: (1) create a local administration that delivers effective, professional, and business-friendly support services to the business community; (2) promote the development of Small and Medium Enterprises; (3) create preconditions for tourism development and environmental improvement; (4) improve infrastructure to enhance business development; and (5) develop LED institutional support systems that will enable Prizren's local economy to grow more rapidly and dynamically.

**Action Plans and Project Initiatives:** The LED plan includes action plans to achieve each of the major goals. Each action plan identifies projects to be implemented, together with target dates for completion, responsible implementing organizations/individuals, and sources of funding.

- **Goal One**, creating a local administration that delivers business-friendly support services, includes two action plans with project initiatives that will help to develop a comprehensive program for business development.
- **Goal Two**, promoting the development of Small and Medium Enterprises, has seven action plans with projects such as involving partner agencies in providing sustainable business support to facilitate the SME growth, and establishing an investment fund to assist in creating new businesses.

- **Goal Three**, creating preconditions for tourism development and environmental improvement, includes sixteen action plans with projects aimed at developing and enhancing the municipality's tourism capacity, as well as creating a program for environmental protection.
- **Goal Four**, improving infrastructure to enhance business development, has fifteen action plans for projects such as preparation of a road improvement plan and an industrial zone planning program.
- **Goal Five**, developing LED institutional support systems, includes two action plans with projects such as establishment of a public-private stakeholder partnership development program.

**Potential Relationships to Corridor VIII Development:** The achievement of Prizren's LED strategic plan objectives and goals, especially the achievement of the second, third and fourth goals, will be assisted through the development of Transportation Corridor VIII highway connections. The above goals are affected by access to markets and raw materials, as well as by the establishment of expanded, modern infrastructure. Prizren is a city with great potential for tourism development because of its location and its great cultural and historical heritage. It also has a strategic position, being very close to neighboring countries. The lack of modern infrastructure, and particularly access to major highways and roads, has been a major obstacle for Prizren's social and economic development.

**LED Profile:** Viti, Kosovo

**Location:** Viti is located in southeast Kosovo, near the Corridor VIII route.

**Population:** 68,600

**Date of LED Plan Adoption:** March 2002

**Process:** Viti created a Local Economic Development Team appointed by the Mayor. The team is comprised of local government officials, local business leaders, and community activists. In addition to this team, a Local Economic Development Stakeholders Group was established. The Group consists of representatives from municipality, business community, private banks, and associations.

The first step of the process was to create a Municipal Profile, which includes descriptions of the history, population, social and cultural conditions, employment, and industrial base. Next, a SWOT analysis was conducted. The Profile and results of the analysis were taken into consideration to decide upon specific sector strategies and projects. Based on this work, a Local Economic Development Strategic Plan was developed, including a vision statement, goals, and action plans.

**LED Strategy:** The strategic vision of the municipality is of a city with a modern urban development plan; an attractive and developed network of businesses supporting a dynamically increasing level of employment; an education system that meets business requirements; and a supportive environment for the establishment of SMEs which will generate economic growth, increase income and improve the living conditions of Viti's residents. Viti's LED strategy has six major goals, each with associated action plans and projects. The six main priority goals are: (1) promote and establish Viti as a preferred location for local and international business investment and activity; (2) promote the development of SME; (3) improve infrastructure to enhance business; (4) ensure that Viti's educational system supports LED; (5) create a clean and pleasant environment and facilitate agricultural development; and (6) develop LED institutional support systems that will enable Viti's economy to develop more rapidly and dynamically

**Action Plans and Project Initiatives:** Viti has identified action plans to achieve these objectives. Each action Plan, Viti further developed the program to the stage of identifies specific projects to be implemented, together with target dates for completion, estimated cost, responsible implementing organizations/individuals, and sources of funding.

- **Goal One**, promote and establish Viti as a preferred location for local and international business investment and activity, has five action plans, which include such projects as developing an international investment and marketing program, as well as municipal partnership programs.

- **Goal two**, promote the development of SME, includes three action plans, with such initiatives as establishing an SME workspace program and facilitating access to information for SMEs.
- **Goal Three**, improve infrastructure to enhance business, has eleven action plans, which include establishment of infrastructure improvement and urban planning programs.
- **Goal Four**, ensure that Viti's educational system supports LED, has one action plan, focusing on establishing an educational and vocational scholarship program.
- **Goal Five**, create a clean and pleasant environment and facilitate agricultural development, includes five action plans, with such initiatives as establishing a flood prevention and reforestation program
- **Goal Six**, develop LED institutional support systems that will facilitate growth in Viti's economy, has five action plans, which include such projects as the establishment of public-private stakeholder partnership development program and initiating measures to improve municipal legislation and service delivery through a full review of business regulations and requirements.

**Potential Relationships to Corridor VIII Development:** The achievement of some of Viti's LED strategic plan objectives and goals, especially the achievement of the first three goals, will be assisted through the development of Transportation Corridor VIII highway connections. The above goals are highly affected by access to markets and raw materials, as well as by the establishment of adequate modern infrastructure. Although it has a favorable geographic position, the municipality of Viti is economically depressed and faces a number of problems. Undeveloped infrastructure has been a major obstacle for its social and economic development. Corridor VIII will create better, faster and easier access to the main cities in the region, will enhance trade and business between Viti and these cities, and bring more job opportunities.

**LED Profile:** Vushtrri, Kosovo

**Location:** Vushtrri is located between Prishtina and Mitrovica, Kosovo's two largest cities.

**Population:** 105,000

**Date of LED Plan Adoption:** April 2003

**Process:** Vushtrri created a Local Economic Development Team appointed by the Mayor and comprised of local government officials, and representatives of the business community and civil society. To support the work of the LED team in developing a strategy, a business association was also established. The association consists of representatives from the municipality, business community, private banks, and associations.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, social and cultural conditions, employment, and industrial base. A SWOT analysis was also conducted. Based on this work, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans for implementation.

**LED Strategy:** The municipality's vision of Vushtrri is of a modern city that maintains and preserves tradition and ancient civilization in an ecologically clean environment; a city where the local government remains very active and engaged in supporting and fostering rapid economic development; and an attractive environment for development of business, where the citizens and businessmen invest in improving their living standards. The municipality of Vushtrri divides its LED strategy into six goals, and under each, defines specific action plans and projects. The six main goals include: (1) establish a local administration that provides professional and efficient business-friendly support services to the business community; (2) promote the development of SME; (3) preserve and protect historic sites; (4) improve infrastructure and establish a planning strategy for improved municipal planning and development; safeguard Vushtrri's environmental resources; (5) ensure that Vushtrri's educational system supports LED; (6) develop and expand Vushtrri's agricultural sector.

**Action Plans and Project Initiatives:** Vushtrri has identified objectives for each of the six goals of its LED Plan, as well as Action Plans to achieve these objectives. For each Action Plan, Vushtrri further developed the program to the stage of identifying specific projects to be implemented, together with target dates for completion, estimated cost, responsible organization/individuals, and sources of funding.

- **Goal One**, establishing a local administration that provides professional and efficient business-friendly support services, has seven action plans, which

include the establishment of such initiatives as programs for a business forum and for public-private partnership development..

- **Goal Two**, promoting the development of SME, includes nine action plans, which address the establishment of an investment fund to assist new businesses and the delivery of a business training program.
- **Goal Three**, preserving and protecting historic sites, includes five action plans, with such initiatives as preparation of a building and sites revitalization program.
- **Goal Four**, improving infrastructure and establishing a planning strategy for improved municipal planning and development while safeguarding Vushtrri's environmental resources, has eleven action plans, which include such initiatives as preparation of an urban plan for the city and creating project designs for sewerage, phone, and electrical systems.
- **Goal Five**, ensuring that Vushtrri's educational system supports LED, has one action plan, which establishes an educational improvement program.
- **Goal Six**, improving and expanding Vushtrri's agricultural sector, has five action plans, which include training for farmers, development of heated houses, and promotion of efficient ways of cooperation between farmers.

**Potential Relationships to Corridor VIII Development:** The achievement of some of Vushtrri's LED strategic plan objectives and goals, especially the achievement of the second and fourth goals, will be assisted by the development of the Corridor VIII highway system, as they are highly affected by access to markets and raw materials. Because of its favorable geographic position, and proximity to markets and natural resources, Vushtrri can become an attractive business center. Vushtrri is the largest producer of potatoes in Kosovo. However, undeveloped infrastructure has been an obstacle for Vushtrri in exporting its potatoes or processing them at home. Corridor VIII will provide faster and easier access to the main cities of Kosovo and the region.

**LED Profile:** Bitola, Macedonia

**Location:** Bitola is located in the southwestern part of Macedonia and is on the route of Corridor VIII.

**Population:** 86,176

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development team was established to address the LED needs of the community. Representatives from all sectors of the city, including the local self-government, were included as members of the LED Team.

The first step of the process was to create a Municipal Profile, which includes descriptions of the history, population, and resources of the municipality; social and cultural profiles; and financial institution and industrial profiles. Based on the results, a Local Economic Development Strategic Plan was developed, including a vision statement, goals, and action plans.

**LED Strategy:** The strategic vision statement depicts a municipality that will provide high quality public services to meet the needs of the citizens and the economy through improvement of the physical and social infrastructure, and that will promote and strengthen public-private partnerships and relationships. The LED Strategy has three main goals: (1) to develop a municipality that serves as a regional center for economic development; (2) to create new jobs and preserve existing jobs; and (3) to construct and reconstruct selected local and regional roads.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the main LED strategy goals.

- **Goal One**, establishing the municipality as a regional center, includes four action plans, including initiatives such as establishing a tourist bureau for providing quality tourist services, and providing support to new firms and businesses.
- **Goal Two**, targeting job creation and preservation, has two action plans addressing such initiatives quick action to adapt the workforce to the needs of the community.
- **Goal Three**, addressing road improvements, includes six action plans with initiatives such as reconstructing industrial roads entering and exiting the city, extending a road in the Bitola-Greek border area, and constructing a regional airport.

**Potential Relationships to Corridor VII Development:** Successful development of Corridor VIII will be particularly supportive of LED strategy Goal One, to develop the municipality's role as a regional center for economic

development, and Goal Three, to build and repair local and regional transportation infrastructure.

**LED Profile:** Centar, Macedonia

**Location:** Centar is located in the Skopje valley in the central area of the capital city, and is on the Corridor VIII route.

**Population:** 85,021

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established to address the economic development needs of the community. Representatives from all sectors of the city were included as members to the Led Team.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, and resources of the municipality; social and cultural profiles; and financial institution and industrial profiles. Based on this work, a Local Economic Development Strategic Plan was developed including a vision statement, goals, and action plans.

**LED Strategy:** The strategic vision is for a modern, urbanized community attractive to new investment. The LED Strategy has 12 project-specific goals, which correspond to the project activities listed in the following section.

**Action Plan and Project Initiatives:** The LED strategy includes an action plan of twelve specific project initiatives: (1) design and develop an interactive internet website, (2) create a newsletter for the area, (3) conduct activities regarding governmental decentralization in Macedonia, (4) open a municipal consultant agency, (5) improve communal conditions, and particularly waste treatment, (6) solve the parking problem in the city, (7) reconstruct the water supply network and the sewage network in targeted areas, (8) strengthen economic growth by establishing a technology center with a business incubator, (9) revitalize the old bazaar, (10) improve conditions in the schools and preschools, (11) reconstruct the old national theatre, and (12) improve the sport and recreation center.

**Potential Relationships to Corridor VIII Development:** Improved transportation through successful development of Corridor VIII will generally support Centar's overall economic development vision and goals.

**LED Profile:** Debar, Macedonia

**Location:** Debar is located on the border with Albania in the western part of the Republic of Macedonia, is near the Corridor VIII route.

**Population:** 17,588 Citizens.

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established to address the LED needs of the community. Representatives from all sectors of the city were included as members to the LED Team.

The first step of the process was to create a Municipal Profile, which includes descriptions of the history, population, and resources of the municipality; social and cultural profiles; and financial institution and industrial profiles. Based on results, a Local Economic Development Strategic Plan was developed including a vision statement, goals, and action plans.

**LED Strategy:** The strategic vision is to achieve a position of stable economic strength which will enable a more prominent place in the community and surrounding areas. The LED strategy has seven main goals: (1) to have an attractive center which supports the development of tourism in mountain, lake and spa areas; (2) to improve and develop the local economy; (3) to develop agriculture and cattle breeding through the introduction of a standardized production and processing of agricultural products; (4) to improve the local and regional infrastructure; (5) to modernize public administration in the municipality; (6) to establish regional cooperation with the surrounding municipalities; and (7) to utilize the hydro-geographical features of the area.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the main LED strategy goals.

- **Goal One**, expanding tourism, has one action plan, featuring projects to promote tourism and increase tourist demand through introduction of new tourist services and attractions.
- **Goal Two**, improving the local economy, includes four action plans, with projects such as initiatives to increase a cross-border cooperation with Albania, and developing small and medium-size enterprises through strengthening the cooperation between the entrepreneurial sector and the local authorities.
- **Goal Three**, developing agriculture, has one action plan, targeting expanded agricultural production through standardization in primary agricultural production and processing of agricultural products.
- **Goal Four**, improving infrastructure, includes three action plans, with projects such as improving local infrastructure through construction, reconstruction and expansion of roads.

- **Goal Five**, modernizing public administration, features two action plans with various projects to improve public service delivery.
- **Goal Six**, expanding regional cooperation, has one action plan focusing on expanding relationships between Debar and four other cities in the region
- **Goal Seven**, utilizing hydro-geographic features, includes two action plans, with projects such as increasing utilization of water resources for electricity production.

**Potential Relationships to Corridor VII Development:** The successful development of Corridor VIII will be particularly supportive of four of the seven LED strategy goals, including Goals One (expanded tourism), Two (cross-border cooperation), Four (road improvements), and Six (expanding relationships within the region).

**LED Profile:** Karpos, Macedonia

**Location:** Karpos is located in the central-western part of the city of Skopje and is close to the route of Corridor VIII.

**Population:** 58,811 citizens

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established to address the LED needs of the community. Representatives from all sectors of the city were included as members to the LED Team.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, resources, social and cultural conditions, financial institutions, and industrial base. Based on results, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**LED Strategy:** The strategic vision is of an attractive and competitive municipality integrated into regional and European markets, with sustainable economic development that will increase employment. The LED strategy has three main goals: (1) to have a municipality with a developed economy for new investments in the area; (2) to make it a garden center that is clean; and (3) to have high standards for public services in education, health, culture, and sports.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the main LED Strategy goals.

- **Goal One**, has six action plans, with initiatives for identifying locations for attracting new firms and to expedite the administrative-technical procedure for getting business location.
- **Goal Two**, has three action plans, with projects focused on strengthening the local competencies for achieving more efficient environmental protection.
- **Goal Three**, has one action plan, an initiative to improve education and information dissemination for the citizens.

**Potential Relationships to Corridor VIII Development:** The successful development of Corridor VIII will be particularly supportive of Goal One (providing access for new investments).

**LED Profile:** Kocani, Macedonia

**Location:** Kocani is located in the eastern part of Macedonia and northern part of the Kocani valley, and is on the route of Corridor VIII.

**Population:** 32,051 citizens

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established to address the LED needs of the community. Representatives from all sectors of the city were included as members to the LED team.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, resources, social and cultural conditions, financial institutions, and industrial base. Based on results, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**LED Strategy:** The vision for the strategy is to create conditions for more intensive economic development through targeting the utilization and management of natural resources and by creating jobs which will improve the standard and quality of life. The LED strategy has four main goals: (1) to advance existing businesses and create new ones; (2) to further the agriculture by increasing the production of traditional crops and environmentally clean products; (3) to develop tourism in the mountain, spa and health areas; and (4) to improve the social infrastructure through education.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the main LED strategy goals.

- **Goal One** has 14 action plans. Examples include constructing purifying stations and a system for filtering fecal from atmospheric waste, to construct infrastructure in the light industry zone, and to construct underground parking for a shopping center.
- **Goal Two** has 6 action plans. Examples include doing a study on restructuring agriculture production, and properly allocating certain sites for the construction of facilities to process agricultural products.
- **Goal Three** has 14 action plans. Examples include establishing a local agency or bureau to promote tourism, revitalizing hunting tourism, and paving several key local roads.
- **Goal Four**, has 11 action plans, with projects such as obtaining dormitory accommodations for students, rehabilitating an elementary school, and constructing a new school and health facility in the mountainous area.

**Potential Relationships to Corridor VII Development:** The successful development of Corridor VIII will be particularly supportive of Goal One (advancement of new businesses) and Goal Three (tourism).

**LED Profile:** Kriva Palanka and Rankovce, Macedonia

**Location:** Kriva Palanka and Rankovce are located in the northeast region of the Republic of Macedonia, along the route of Corridor VIII.

**Population:** Kriva has 20,782 citizens and Rankovce has 4,376 citizens

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established to address the LED needs of the community. Representatives from all sectors of the city were included as members to the LED Team.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, resources, social and cultural conditions, financial institutions, and industrial base. Based on the results, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**LED Strategy:** The vision for the strategy is to have an ecologically developed environment and a low unemployment rate, with expanded tourism in a region which is famous and recognized for its healthy food and as a place that is attractive to live and work in. The LED strategy has four main goals: (1) to reduce unemployment; (2) to develop healthy agriculture and forestry as well as the water supply system; (3) to have a better connection with the surrounding areas; and (4) economic growth through building on natural resources as well as cultural historical monuments, which are numerous in the region.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the main LED strategy goals.

- **Goal One**, has four action plans. Examples are to determine the location for opening a new industrial zone, and forming associations for joint access to the foreign markets.
- **Goal Two**, has four action plans. Examples include constructing and opening new capacities with which the municipality can attract potential investors and determine the regulations for use of agriculture land.
- **Goal Three**, has five action plans. Examples include constructing and maintaining the national, regional and local roads, as well as the other infrastructure facilities, and replacing the existing energies with natural gas.
- **Goal Four**, has three action plans, including hotel business and crafts enterprises.

**Potential Relationships to Corridor VIII Development:** The successful development of Corridor VIII will be particularly supportive of Goals One (increase employment), Three (connection with surrounding areas) and Four (expand tourism).

**LED Profile:** Krusevo, Macedonia

**Location:** Krusevo is located in the central part of Macedonia, and is near Corridor VIII.

**Population:** 9,821

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established address the LED needs of the community. Representatives from all sectors of the city were included as members to the LED Team.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, resources, social and cultural conditions, financial institutions, and industrial base. Based on the results, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**LED Strategy:** The strategic is of a modern urban environment that has ample tourism, with old city architecture restored, and utilization of electronically advances to allow communication to many places. The LED strategy has three main goals: (1) to develop the local economy; (2) to reconstruct, add, and modernize the physical and social infrastructure; and (3) to introduce ecological standards for healthy living in industrial activities.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the LED strategic goals.

- **Goal One**, has five action plans. Examples are to establish a Bureau of Tourism within the LED office and to improve transportation of goods and passengers.
- **Goal Two**, has one action plan, to construct a public market.
- **Goal Three**, has five action plans. Examples are to attract new business and develop tourism through the revitalization of the structures of the city.

**Potential Relationships to Corridor VIII Development:** Successful development of Corridor VIII will be particularly supportive of Goals One (improve the economy) and Three (tourism expansion).

**LED Profile:** Kumanovo, Macedonia

**Location:** Kumanovo is located in the northern part of the Republic of Macedonia and is along the route of Corridor VIII.

**Population:** 94,589 citizens

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established address the LED needs of the community. Representatives from all sectors of the city were included as members to the LED Team.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, resources, social and cultural conditions, financial institutions, and industrial base. Drawing on the Profile, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**LED Strategy:** The strategic vision is of a well developed economy with low unemployment rates and improved quality of life, and full utilization of the tourist attractions the area has to offer. The LED strategy has four main goals: (1) to improve the local economy; (2) to reduce the unemployment and increase flexibility to respond to market changes; (3) to modernize and reconstruct the capital infrastructure; and (4) to improve the tourist areas at spas, resorts and historical sites.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the LED Strategy goals.

- **Goal One**, has three action plans, such as initiatives to attract foreign investments.
- **Goal Two**, has two action plans, including a project open new employment sources.
- **Goal Three**, has five action plans. Examples are to create additional parking and improved traffic signals, to construct a regional landfill.
- **Goal Four**, has five action plans. Examples are to promote resorts and cultural historical sites, and to restore the image of the Kumanovo City through reconstruction of historic facades.

**Potential Relationships to Corridor VIII Development:** The successful development of Corridor VIII will be particularly supportive of Goals One (increase employment), Two (improve the economy) and Four ( increase tourism).

**LED Profile:** Negotino, Macedonia

**Location:** Negotino is located in the central part of the Republic of Macedonia, is near Corridor VIII.

**Population:** 19,000 citizens

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established address the LED needs of the community. Representatives from all sectors of the city were included as members to the LED Team.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, resources, social and cultural conditions, financial institutions, and industrial base. Drawing on the Profile, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**Main LED Strategy Goals:** The strategic vision is of an economically developed area in which citizens can have an improved lifestyle, conduct their everyday social lives, and enjoy the sport and recreational facilities. The LED strategy has three main goals: (1) community development; (2) social development; and (3) economic development.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the LED strategic goals.

- **Goal One** has six action plans. Examples are to solve the problem with the water supply, to construct a city market for gross sales and several smaller markets, and to establish an enterprise to manage the local public transportation.
- **Goal Two** has four action plans. Examples are an initiative to improve the health care conditions, and to construct a cultural and informative center.
- **Goal Three** has one action plan focusing on promotion of local businesses.

**Potential Relationships to Corridor VIII Development:** The successful development of Corridor VIII will be particularly supportive of Goal Three (promoting local businesses).

**LED Profile:** Struga, Macedonia

**Location:** Struga is located on the north coast of the Lake Ohrid, and is on the route of Corridor VIII.

**Population:** 35,509

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established address the LED needs of the community. Representatives from all sectors of the city were included as members to the LED Team.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, resources, social and cultural conditions, financial institutions, and industrial base. Drawing on the Profile, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**LED Strategy :** The strategic vision is of a city tailored for both the citizens and the tourists, functioning as a tourist center with good infrastructure and a sophisticated environment integrated with modern world trends. The LED strategy has four main goals; (1) to develop a tourist center; (2) to decrease the unemployment rate; (3) to develop the community infrastructure based on improving traffic and overall lifestyle; and (4) to improve the production and the marketing of agricultural products.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the LED strategic goals.

- **Goal One** has three action plans. Examples are to establish an agency for promotion of tourism in the municipality, and to construct a pedestrian track by the lake..
- **Goal Two**, has three action plans. Examples are to modern the spawning raceways in the village of Shum and to open new work places for employment.
- **Goal Three**, has four action plans. Examples are to pave the roads leading to the industrial zone and to construct a central heating plant..
- **Goal Four**, has two action plans, including improving agricultural production through reconstruction of the existing irrigation system.

**Potential Relationships to Corridor VIII Development:** The successful development of Corridor VIII will be particularly supportive of Goals One (expand tourism) and Two (increase employment).

**LED Profile:** Sveti Nikole, Macedonia

**Location:** Sveti Nikole is located in the central part of Ovche Pole, near the route for Corridor VIII.

**Population:** 18,528

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established address the LED needs of the community. Representatives from all sectors of the city were included as members to the LED Team.

The first step of the process was to create a Municipal Profile, which included descriptions of the history, population, resources, social and cultural conditions, financial institutions, and industrial base. Drawing on the Profile, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**LED Strategy:** The strategic vision is of developed economy with expanded job opportunities, and improved infrastructure to provide access to recreational areas for sports. The LED strategy has six main goals: (1) to increase employment; (2) to improve living and working conditions in the municipality; (3) to retain the professional staff in the area; (4) to improve the working conditions at employment sites; (5) to improve cooperation between the citizens and the local administration; and (6) to develop tourism.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans for each of the LED strategic goals.

- **Goal One** has five action plans. Examples are initiatives to attract new investors to open businesses, provide access to capital, and develop the agriculture and the livestock breeding.
- **Goal Two** has four action plans. Examples are to improve the infrastructure and revitalize the rural settlements.
- **Goal Three** has one action plan, focusing on expanding options for employment in the municipality.
- **Goal Four** has one action plan, an initiative to create conditions for protection of craftsmen and their livelihoods.
- **Goal Five** has one action plan, to establish informative offices within the municipalities where the citizens will be able to learn about opening new businesses.
- **Goal Six**, has one action plan, to improve the capital and social infrastructure in the city and the nearby suburban and rural settlements.

**Potential Relationships to Corridor VIII Development:** The successful development of Corridor VIII will be particularly supportive of Goals One (attract new investors) and Six (tourism).

**LED Profile:** Tetovo, Macedonia

**Location:** Tetovo is located in the Polog Valley and is on the route of Corridor VIII.

**Population:** 172,188

**Date of LED Plan Adoption:** March 2002

**Process:** A Local Economic Development Team was established to address the economic development needs of the community. Representatives from all sectors of the city were included as members to the LED Team.

The first step of the process was to create a Municipal Profile, which includes descriptions of the history, population, and resources of the municipality; social and cultural profiles; and financial institution and industrial profiles. Based on the results of this work, a Local Economic Development Strategic Plan was developed including a vision statement, goals and objectives, and action plans.

**LED Strategy:** The strategic vision for the strategy is to have a municipality that will establish an environment in which the needs of the citizens and businesses will be met. The LED strategy has three main goals: (1) to expand capacity to tailor the infrastructure to meet the needs of the area, (2) to support economic development, and (3) to achieve improvements in the social and physical infrastructure.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the main LED strategic goals.

- **Goal One** has one action plan, with initiatives to develop the competency of the local self-government to manage and improve the infrastructure of the area.
- **Goal Two** has four action plans, including projects to increase the number of SME's in the municipality, and to promote the availability of natural resources in the municipality as a factor in attracting or supporting new and existing companies.
- **Goal Three** has seven action plans, including such projects as building a new library, constructing public parking lots in the center of town, establishing green markets in some of the larger settlements in the city, and modernizing the livestock market.

**Potential Relationships to Corridor VIII Development:** The successful development of Corridor VIII will be particularly supportive of Goal Two through providing better access to the central areas of the city.

**LED Profile:** Vinica, Macedonia

**Location:** The city of Vinica is located in northern Macedonia, and is on the Corridor VIII route.

**Population:** 18,000

**Date of LED Plan Adoption:** November 2003

**Process:** The Mayor of Vinica appointed a Local Economic Development Committee comprised of local and regional government officials and managers of public enterprises. The Committee was divided into four sub-committees, for Community Capabilities; Business Climate; Community Resources; and Quality of Life.

The first step of the process was to create a Municipal Profile, which includes descriptions of the history, population, and resources of the municipality; social and cultural profiles; and financial institution and industrial profiles. Next, a survey and interviews on business attitudes were conducted, in order to determine the level of businesses satisfaction with the community. Drawing on the Municipal Profile and business survey, a Local Economic Development Strategic Plan was developed including a vision statement, goals and action plans.

**Main LED Strategy Components:** The vision for Vinica is to have active involvement of citizens in solving local social-economic problems, including the utilization of local resources, capacities, and labor; and to have the capacity to attract partners and new investments for fast economic development. The LED Strategy has 12 main goals: (1) to create a mechanism to assist the business community to develop and grow; (2) to designate an agency to create, sponsor and deliver training and special resource education; (3) to adopt a five year capital improvement program to prioritize infrastructure needs and establish a procedure and plan for funding them; (4) to support new laws on Urban Planning and increased local authority by upgrading regulations and procedures for the urban planning process; (5) to increase the available funding by 50% over the next five years and halve the current funding limits; (6) to develop training programs and public information programs to better inform the public of funding opportunities and requirements; (7) to develop a regional tourism authority engaging relevant local governments in the region; (8) to identify funding for the Sports Hall; (9) to create a lists of needs and a plan for development of other sports and recreation complexes; (10) to create a priority plan for the future of the Medical facilities; (11) to create a festival for supporting and developing the cultural heritage; and (12) to upgrade municipal kindergarten conditions to acceptable levels.

**Action Plans and Project Initiatives:** The LED strategy has identified action plans in each of the main LED strategy goals.

- **Goal One**, assisting the business community, has three action plans, with specific projects such as institutionalizing the Economic Development Planning Committee as a permanent oversight body of the Office of Economic Development.
- **Goal Two**, regarding training and education, has one action plan, with an initiative to use existing resources to form a joint-venture center for training and employment in the area.
- **Goal Three**, adopting a capital improvement plan, has three action plans, including completion of a priority list of expenditures in a CIP development process.
- **Goal Four**, upgrade urban planning, has two action plans with projects such as creation of internal regulations to streamline the process for improved service to the public.
- **Goal Five**, increasing available funding, has three action plans. An initiative is to establish a Commission to study how to reach the goal.
- **Goal Six**, better informing the public on funding opportunities and requirements, has three action plans. An example is to determine what programs are needed and who should be responsible for providing them.
- **Goal Seven**, developing a regional tourism authority, has two action plans. An example is to determine the best form of inner municipal cooperation for the development of this regional function.
- **Goal Eight**, identifying funding for a sports hall, has two action plans for locating funding..
- **Goal Nine**, identifying needs and creating a plan for developing sports facilities, has two action plans. An example is to establish a commission to determine priorities and funding potential for the municipal facilities.
- **Goal Ten**, developing a plan for medical facilities, has one action plan focused on establishing a commission for the prioritization and implementation of future medical facility improvements.
- **Goal Eleven**, creating a cultural heritage festival, has three action plans with initiatives such as examining options and choosing a theme for the festival.
- **Goal Twelve**, improving kindergarten conditions, has one action plan, focused on determining the specific needs for kindergarten upgrading.

**Potential Relationships to Corridor VIII Development:** Successful development of Corridor VIII will be particularly supportive of Goals One (assisting the business community) and Seven (developing regional tourism).