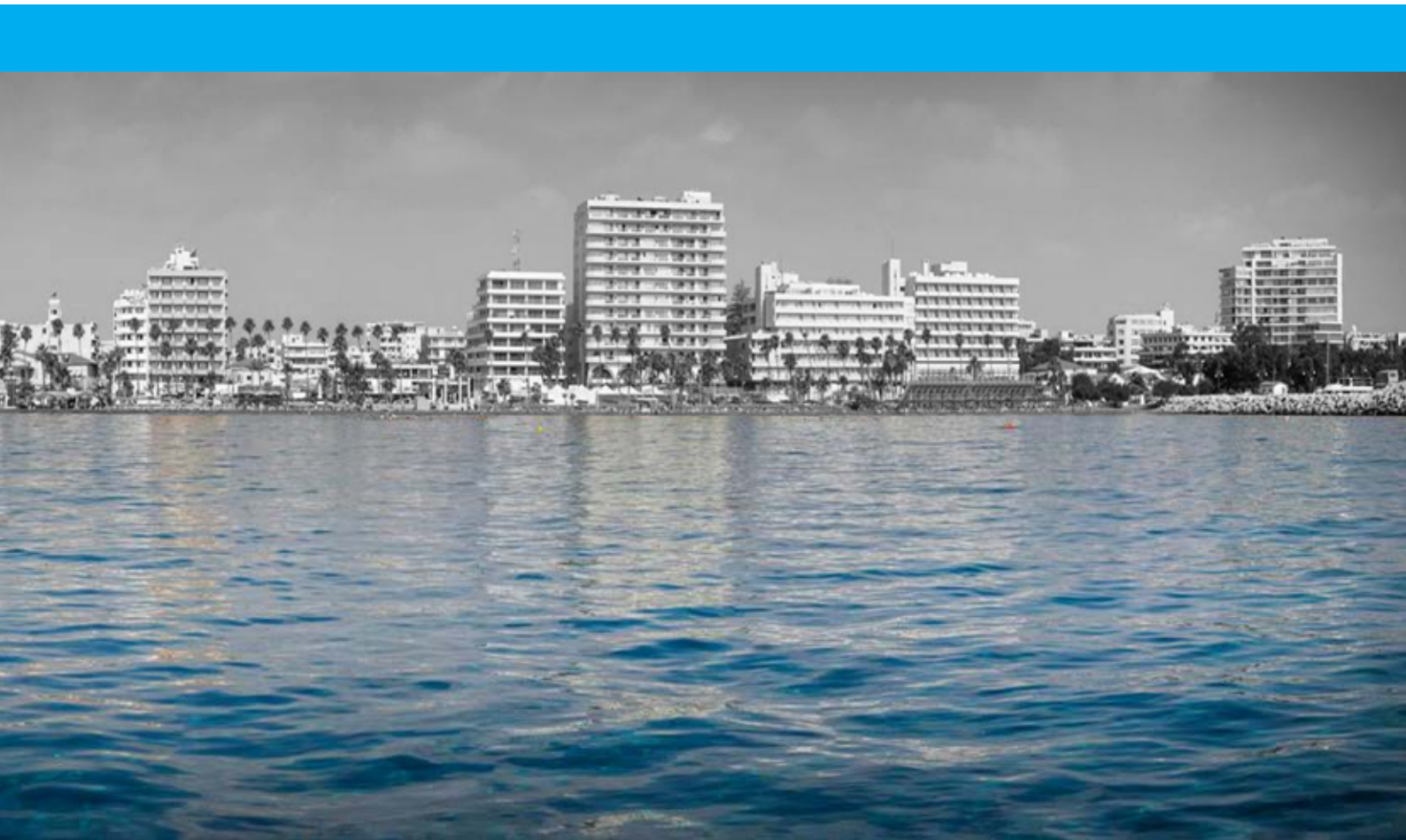




**A PROPOSED STRATEGIC PLAN  
FOR SUSTAINABLE DEVELOPMENT  
«LARNACA 2040»**





# The Urban Sustainable Development Strategies [USUDS] project

## The European Union's USUDS project for Larnaka

The European USUDS program (Urban Sustainable Development Strategies) total budget is €2,863,011 and it is financed, [for an amount of € 1,783,742 (62%) by the European Union (ENPI CBC Mediterranean Sea Basin Programme) through the European Neighbourhood and Partnership Instrument.

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The 2007-2013 ENPI CBC Mediterranean Sea Basin Programme is a multilateral Cross-Border Cooperation initiative funded by the European Neighbourhood and Partnership Instrument (ENPI). The Programme objective is to promote the sustainable and harmonious cooperation process at the Mediterranean Basin level by dealing with the common challenges and enhancing its endogenous potential. It finances cooperation projects as a contribution to the economic, social, environmental and cultural development of the Mediterranean region. The following 14 countries participate in the Programme: Cyprus, Egypt, France, Greece, Israel, Italy, Jordan, Lebanon, Malta, Palestine, Portugal, Spain, Syria (participation currently suspended), Tunisia. The Joint Managing Authority (JMA) is the Autonomous Region of Sardinia (Italy). Official Programme languages are Arabic, English and French ([www.enpicbmed.eu](http://www.enpicbmed.eu)).

The European Union is made up of 28 Member States who have decided to gradually link together their know-how, resources and destinies. Together, during a period of enlargement of 50 years, they have built a zone of stability, democracy and sustainable development whilst maintaining cultural diversity, tolerance and individual freedoms. The European Union is committed to sharing its achievements and its values with countries and peoples beyond its borders



*Sustainable development is a key concept and a great challenge for Larnaca in the 21st century*

*The proposed strategic plan for sustainable development 'Larnaca 2040' defines the vision, the strategic goals, actions and projects for a time horizon until the year 2040*

In the current context of spatial competition and full exposure to international markets, it is important for a geographic area to move towards Strategic Development Planning.

**The proposed strategic plan for sustainable development 'Larnaca 2040' defines the vision, the strategic goals, actions and projects for a time horizon until the year 2040.**

*Sustainable development is a key concept and a great challenge for Larnaca in the 21st century.*

In recent years, sustainable development evolved into a worldwide priority for governments and local authorities and in accordance with the European strategy of sustainable development as adopted for the first time in Goteborg in 2001. Sustainable development is an ongoing process of change and adaptation, and it is aimed at meeting the needs of the present without compromising the ability of future generations to meet their own needs through the balance of the three pillars: economy - environment - society.

The proposed strategic development plan 'Larnaca 2040' aims at providing a creative challenge that will act as a composition and coordination tool between central and local authorities and the private sector.

**The strategic goals set forth follow the philosophy of sustainable development by seeking to expand the regional and international role of Larnaca as a competitive economy, and a city of social cohesion that ensures ecological balance and improves the quality of life.**





# S . W . O . T . A N A L Y S I S



The use of the SWOT analysis tool is applied with increasing rates to areas of research, which are concerned with integrated interventions and actions for development of local and regional geographical entities. In many cases the interventions and actions of this kind, especially those aimed at structural and permanent changes, have clear spatial dimension, since efforts are made to advance local endogenous development and socio-economic potential.

The main objective of the SWOT analysis is an effective and methodological combination of endogenous development features and capabilities with a range of external factors in order to identify and design interventions.

For grouping purposes and better presenting of the results, the SWOT analysis is analysed under the following topics:



- BASIC INFRASTRUCTURE - ACCESSIBILITY
- SOCIAL INFRASTRUCTURE AND SERVICES
- ECONOMIC ENVIRONMENT AND DEMOGRAPHY
- NATURAL AND BUILT ENVIRONMENT
- HISTORIC AND CULTURAL CONTEXT



## BASIC INFRASTRUCTURE – ACCESSIBILITY

- STRENGTHS**
- Geographical position in the wider region of the eastern Mediterranean at the crossroads of three continents.
  - Strategic location on the island, which minimizes the total distance travelled of each destination.
  - An important transportation hub.
  - Existence of the modern international airport.
  - Port facilities capable of servicing passenger, cruise, and cargo ships.
  - Marina with a carrying capacity of 450 vessels.
  - Excellent connection to the other cities through intercity highways.
  - Strategic position on the maritime transport/trade corridors.
  - Satisfactory primary road network.
  - Geomorphologic specificity, which facilitates the development of pedestrian and cycle routes.

- WEAKNESSES**
- Inadequate port infrastructure and inability to service contemporary needs and port activities.
  - Inadequate marina infrastructure and inability to service modern needs and waterways activities.
  - Qualitative difference between the road networks of lowland and mountainous areas within the district of Larnaca.
  - Downgraded secondary road network.
  - Disrupted, and/or absent road connection along the coastline to Dhekelia and to Zygi.
  - Downgraded / inadequate public transport infrastructure.

## SOCIAL INFRASTRUCTURE AND SERVICES

- STRENGTHS**
- Satisfactory presence of administrative infrastructure due to its position as the capital city of the district.
  - Modern waste management units.
  - Tertiary wastewater treatment and rational availability of treated water.
  - A satisfactory level of public safety.
  - Balanced distribution of school buildings for every level.
  - Satisfactory frequency and level of collection of household waste.
  - Satisfactory coverage and quality of water throughout the city.
  - Satisfactory coverage and quality of Electricity.
  - Satisfactory coverage and quality of Telecommunication and Wi-Fi.
  - Plenty of volunteering actions with principal fields of application such as the environment, culture, social services.

- WEAKNESSES**
- Inadequacy in social welfare infrastructure and programs.
  - Inadequacy in healthcare infrastructure.
  - Inadequacy in tertiary education infrastructure.
  - Rampant disposal of rubbish / debris in open areas
  - Inadequacy in infrastructure and support structures for people with disabilities
  - Weakness in social integration of foreign nationals.
  - Weakness in the collection of wastewater in the areas of Kamares and Vergina.
  - Weaknesses in relation to the drainage of rainwater in the areas of Kathari, Prodromou, Kalifatzia, Scala, Kamares and Vergina, and the Urban Shopping Centre.
  - Rudimentary lighting in the Urban Shopping Centre and major roads such as Phaneromeni, Tuz Hane, etc.
  - Need for improvement / replacement of the Water Network in certain areas.

## ECONOMIC ENVIRONMENT AND DEMOGRAPHY

- STRENGTHS**
- Population growth in recent years and a favourable balance of urban and rural population.
  - Scientific staff in abundance.
  - Fertile rural areas and agricultural activity that retains its momentum.
  - Competitive, livestock activity.
  - Appreciable wind recourses capacity. Larnaca has 50% of the total installed capacity of wind turbines and 35% of licensing.
  - Developed activity in aquaculture.
  - Sufficiency of industrial areas and zones including zones of economic activities.
  - Competitive infrastructure in agrotourism.
  - Competitive infrastructure in sports and sports tourism.
  - Favourable natural environment and geomorphology for the development of alternative energy sources.
  - Historical tradition of extroversion and trade.
  - Comparatively low cost of living.
  - Compact and competitive Urban Shopping Centre.

- WEAKNESSES**
- Demographic problems associated with the aging population.
  - Non-existence of a distinct economic base.
  - Weak business culture.
  - Strong secondary export sector.
  - Small market. Inability to exploit economic scale.
  - Low investment in research and technology.
  - Low degree of modulation of the tourism product and shortage of composite tourism products.
  - Shortcomings of standardized procedures, as well as monitoring systems and effective utilisation programs for development.
  - Reduced level of development of intra-regional cooperation and communication.
  - Poor quality in hotel beds.
  - Low share in the distribution of tourist beds.
  - Insufficient interconnection of tourism with other sectors of the economy
  - Seasonality of tourism.
  - High level of unemployment.
  - Low / rudimentary use of infrastructure of national importance in the local economy.

## NATURAL AND BUILT ENVIRONMENT

- STRENGTHS**
- High quality of natural and manmade environment.
  - Mediterranean climate.
  - Interesting terrain with the coexistence of mountains, plains and coasts of unique aesthetic value.
  - The saltlakes' ecosystem is characterized by the most important, statutory treaty and is protected under the Ramsar Treaty as a Natura Site.
  - A significant number of clean coasts accredited with blue flag.
  - A long coastline.
  - A large number of urban and suburban parks.
  - Compact urban space.
  - Compact and accessible Urban Shopping Centre.
  - Low densities.

- WEAKNESSES**
- Air pollution and high level of obtrusiveness.
  - Coastal erosion.
  - Disruption of continuity of the coastal front.
  - Insufficiency in the creation and maintenance of green spaces, playgrounds and roadside plantings.
  - Pressures on the environment and especially on the saltlakes' ecosystem.
  - Aesthetic degradation of the urban environment.
  - Absence of landmarks.
  - Insufficient pedestrian networks, cycle routes and car parks.
  - Inadequacy in effective monitoring and law enforcing on construction / urban development.
  - Substantial non-conforming land uses.
  - Deficiencies in urban areas of social interaction, such as squares and so on.

## HISTORIC AND CULTURAL CONTEXT

- STRENGTHS**
- Numerous visitable archaeological sites.
  - Network of traditional communities.
  - Rich cultural activity.
  - Compact Areas of Special Character.
  - A significant number of listed buildings and ancient monuments.
  - Remarkable number of churches, monasteries and other religious monuments.
  - Unique archaeological sites of global reach.
  - Rich historical tradition.
  - Sufficient infrastructure of cultural expression, such as theatres, museums, galleries.
  - Events of national range such as Katakismos folklore festival.

- WEAKNESSES**
- Limited use of cultural / historical / archaeological resources and innovative activities for their promotion and enhancement.
  - Reduced visitation of archaeological sites.
  - Limited use of the cultural / historical / archaeological reserve to strengthen the identity of the province and enrich the tourist product.
  - Abandonment of listed buildings and ancient monuments.
  - Reduced maintenance of archaeological sites.
  - Pressures on areas of special character and high risk of deterioration of the traditional city fabric.
  - Need for enrichment and promotion of museums and cultural sites.
  - More artistic events than cultural events.





## O P P O R T U N I T I E S

- Exploit territorial / maritime transportation
- Exploit the synergy of airport - port infrastructure to support the national strategic bridge of the eastern Mediterranean
- Improvement / development of combined air and sea links
- Expansion and improvement of port infrastructure towards increasing the degree of service and coastal tourism
- Prospects for the development of the cruise industry in the eastern Mediterranean - Black Sea
- Reorganization of the system of public transport processes
- Exploitation of combined transport
- Recall the relationship "city-sea" and exploit the potential of urban regeneration
- Need of higher education institutions as autonomous and dynamic growth poles, associated with the identity of the region
- Need of programs to promote and support sensitive and vulnerable social groups and their integration into the labour market
- Creation of a favourable environment and mechanism for attracting foreign investment and promoting openness of the economy
- Improvement of service to citizens, by reducing bureaucracy
- E-government
- Utilization of EU expansion to the East
- Potential for commercial transactions and services between the EU and the Middle East
- Exploitation of the geographical position of the region to create a sustainable economic base
- Exploitation of Larnaca's advantages for quality of living
- Harness tourism as the key regeneration and further development of the city
- Attract investments in infrastructure for tourism of special interests
- Exploit the perspectives offered by the new trends in tourist accommodation such as agrotourism / oikos-tourism / boutique hotels / residential accommodation
- Need for sports cultural infrastructure for an alternative tourist product
- Need for intersectoral / comprehensive partnerships to boost the tourist industry
- Design of a new tourist product and a strong regional identity of a tourist destination
- Exploitation of spatial perspective for economic growth offered by the energy sector.
- Possibilities for cooperation in the Mediterranean in the areas of research and the environment
- Exploit the natural wealth of Larnaca
- Exploit the advantages of Larnaca such as climate, topography and geographical location for the implementation of RES.
- Use new technologies for monitoring and preventing natural disasters
- Utilise available resources for research and technology
- Utilise available resources for a technology park
- Invest in the growing trends of the tourist industry for tourism of special interests and exploit the cultural, historical and archaeological wealth of the province

## T H R E A T S

- Shift of the strategic geographical location, with a possible solution to the Cyprus problem.
- Uncertainty of the role of the airport and port, with a possible solution to the Cyprus problem
- Reduced competition in aviation - increase in ticket prices
- Increased competition for charter flights with other regional airports
- Adverse political conditions in the region
- Multilevel regional disparities, can lead to leakage of social cohesion in conditions of severe economic crisis
- Ghettoization of specific areas due to the aging population, and the concentration of immigrants.
- Reduction in significance of the role and participation of Larnaca in the country's economic activity, and formation of a development gap.
- Intensity of spatial competition at national and regional level and retaining of investment funds
- Reduction in resources and difficulty in ensuring the necessary funding for new projects
- Prolonged recession and unfavourable environment for development and financing of business initiatives
- Trends of decline in the number of economically active population
- Further increase in unemployment
- Economic retardation due to lack of professional specialisation
- Abandonment of traditional disciplines and professions
- Competitive tourist destination in Cyprus and the Eastern Mediterranean
- Aquifer Depletion - salinization and climate change
- Sensitive seismic area
- Hazards and disasters by coastal erosion
- Risk of coastal pollution from the activities in the energy sector
- SEVESO risk by the location of LPG / petroleum tanks in close proximity to residential areas and the city centre
- Danger of desertification of urban forests from climate change.
- Risk of ecological degradation of sensitive areas and ecosystems
- Risk of deterioration of ecological reserves from climate change.
- Delay in solving spatial problems [moving tank farm, road of Larnaca - Dhekelia, and so on.]
- Loss of cultural heritage by the lack of resources and delay in maintenance.

# VISION

## ‘LARNACA 2040’

*Larnaca. The Gateway to Cyprus that transforms its geographical advantage to a bridge connecting Europe and Asia. The emerging Energy Hub of the Eastern Mediterranean, that offers a unique business environment, where research, development and innovation can flourish, encouraging employment opportunities and investments in education and state of the art technologies, in a sustainable manner. The picturesque waterfront city, with its traditional and welcoming countryside, its breathtaking natural beauty and long history, the modern tourist destination for every season and desire. The city of choice that draws its true strength from the quality of family life, the liveliness and the creativity of its people.*

*Larnaca. The city to live the dream.*



# 01

The establishment Larnaca as a 'city of choice' to live and work, within an environment of equal opportunities, safety, and sustainable development.

*To provide quality living and residential conditions*

*To reduce social inequality*

*To maximise employment opportunities in Larnaca*

*To upgrade safety conditions in the city*

*To ensure excellent conditions of public health and hygiene*

*To protect Larnaca from natural disasters and climate change*

*To protect and preserve microclimate*

*To provide quality education of all levels with equal opportunities*

*To upgrade the quality and promote public transport use, and sustainable mobility*

*To protect and rehabilitate biodiversity conservation areas, with emphasis on the protection of the coastal front and the salt lakes*

*To accentuate the cultural and historical character of Larnaca*

*To develop entrepreneurship*

# City of Choice

## action 01 To provide quality living and residential conditions

1. Provide adequate and affordable residential units, affordable for all age groups.
2. Provide quality living conditions for people with special needs.
3. Provide affordable/social housing to meet the needs of vulnerable population groups.
4. Connect public green spaces with residential areas.
5. Provide safe access (pedestrian and cycle routes), to connect residential areas with schools, public and cultural spaces.
6. Reinforce the competitiveness of Larnaca as a destination for residency.
7. Provide complete coverage of smart information systems and telecommunications to all residential areas.
8. Provide sufficient coverage of all public utilities to all residential areas [i.e. power, communications, water, sewage and drainage, and gas].
9. Create public spaces for passive and active entertainment within residential areas.
10. Construct proper pedestrian pavements to facilitate movement by the elderly and people with special needs.
11. Provide adequate parking, including disabled parking, in residential areas.

## action 02 To reduce social inequality

12. Promote the harmonious coexistence of all cultural groups and diminish social exclusion.
13. Provide infrastructure for social interaction among foreign nationals.
14. Create appropriate infrastructure in Larnaca for providing services to foreign nationals, and for facilitating their adaptation to the local culture.

## action 03 To maximise employment opportunities in Larnaca

15. Provide equal employment opportunities for every citizen.
16. Provide appropriate infrastructure and programs to facilitate lifelong learning.

## action 04 To upgrade safety conditions in the city

17. Reduce road accidents and increase road safety.
18. Increase policing in problematic areas.
19. Prevent criminal and/or violent actions.
20. Facilitate immediate response of emergency services [police, fire department, and paramedics].

## action 05 To ensure excellent conditions of public health and hygiene

17. Reduce road accidents and increase road safety.
18. Increase policing in problematic areas.
19. Prevent criminal and/or violent actions.
20. Facilitate immediate response of emergency services [police, fire department, and paramedics].
21. Provide health care services to all population groups, in proximity to residential areas.
22. Provide proper infrastructure to ensure daycare conditions for the elderly.
23. Sustain critical environmental parameters to acceptable levels.
24. Protect residential areas from non-conforming uses.
25. Provide sufficient supply, and ensure quality of drinking water.
26. Maintain the public and private areas clean.
27. Provide sustainable liquid and solid waste management.
28. Provide proper care and protection of stray animals.
29. Take actions for pest control.

## action 06 To protect Larnaca from natural disasters and climate change

30. Monitor environmental parameters related to climate change.
31. Protect coastal areas from rising level of sea water.
32. Protect biodiversity.
33. Prevent and reverse desertification.
34. Ensure groundwater quality.

## action 07 To protect and preserve microclimate

35. Create large green areas, in and outside Larnaca, to sustain microclimate parameters.
36. Sustain microclimate parameters from the impact of the built environment.

## action 08 To provide quality education of all levels with equal opportunities

37. Establish higher education institutions in the district of Larnaca.
38. Establish foreign-language schools for primary, secondary and higher education.
39. Provide high quality supplementary facilities in educational institutions [sports, student halls, libraries, etc].
40. Upgrade the Public Library to complement facilities of Universities and other institutions based in Larnaca.

## action 09 To upgrade the quality and promote public transport use, and sustainable mobility

41. Upgrade public transport to facilitate intracity and intercity connections.
42. Encourage the use of alternative and environmental friendly motor vehicles.
43. Encourage the use of bicycles.

## action 10 To protect and rehabilitate biodiversity conservation areas, with emphasis on the protection of the coastal front and the salt lakes

44. Carry out enrichment planting in natural areas.
45. Protect and enhance areas of natural beauty, e.g. the Salt lakes.
46. Protect the coastal front against erosion.
47. Conserve marine life.
48. Enrich and utilize the coastal zone.

## action 11 To accentuate the cultural and historical character of Larnaca

49. Enrich and/or upgrade cultural activities for all ages.
50. Enrich and/or upgrade exhibition and museum facilities for use by all age groups.
51. Upgrade and promote archaeological and historical sites.
52. Protect buildings, or sites of historical and cultural interest.
53. Protect and upgrade areas of natural beauty.

## action 12 To develop entrepreneurship

54. Regenerate the Central Business District, and other retail areas.
55. Promote the development of a business centre.
56. Promote the development of a business incubator.
57. Establish a Municipal Enterprise information and support centre.
58. Establish a regional business observatory.
59. Create incentives for the establishment of new businesses in Larnaca.





# 02

# Tourist Destination

The utilisation of Larnaca's comparative advantages, such as geographical location, infrastructure, natural resources, history and culture, for the development of a sustainable touristic product.

**To provide sufficient tourist accommodation**

**To provide touristic thematic projects**

**To preserve, protect, and promote the natural environment**

**To ensure safe and sustainable mobility, and to interconnect Larnaca with all regions of the island, by utilising all means of public transport**

**To improve and enhance the aesthetics of the built environment**

**To protect and enhance the Larnaca waterfront**

**To promote the cultural and historical character of Larnaca**

**To ensure excellent conditions of public health and hygiene**

**To provide high quality services for entertainment and leisure**

**To encourage the development of agrotourism, and oikos-tourism as an alternative touristic product**

**To promote Larnaca as a competitive trade centre**

**To promote Larnaca as a tourist destination in the local and international market**

## 01 To provide sufficient tourist accommodation

- 60. Develop the municipal property.
- 61. Provide incentives for the modernization and extension of existing tourist accommodation.
- 62. Provide incentives for developing new tourist accommodation.
- 63. Develop an airport hotel within the airport proximity for the accommodation of transit and/or other passengers/visitors ['Gateway' - Action 1].
- 64. Develop a planning/economic framework of incentives for the construction of city hotels within the greater urban area, to facilitate transit and/or other passengers/visitors ['Gateway' - Action 1].
- 65. Construct a luxury hotel in the designated port land area ['Gateway' - Action 3].
- 66. Provide incentives for the development of tourist accommodation in historically preserved and traditional buildings.
- 67. Identify and secure land for the development of future tourist accommodation.
- 68. Construct an innovative camping site.

## 02 To provide touristic thematic projects

- 69. Promote the construction of golf courses in the district of Larnaca.
- 70. Examine the feasibility of creating appropriate infrastructure to facilitate conferences and exhibitions ['Energy-Hub' - Action 5].
- 71. Construct a municipal market in the central business district.
- 72. Promote the construction of resort casino in Larnaca.
- 73. Construct the Saltlake Environmental Centre.
- 74. Promote the development of the Oroklini theme park.
- 75. Construct the sports park in Larnaca.
- 76. Promote the development of artificial reefs in the Larnaca bay for the development of marine biodiversity.
- 77. Provide incentives to facilitate the development of sport tourism.

## 03 To preserve, protect, and promote the natural environment

- 36. Sustain microclimate parameters from the impact of the built environment ['City of Choice' - Action 7].
- 4. Protect and enhance areas of natural beauty, e.g. the Saltlakes ['City of Choice' - Action 10].
- 31. Protect coastal areas from rising level of sea water ['City of Choice' - Action 6].
- 32. Protect biodiversity ['City of Choice' - Action 6].
- 35. Create large green spaces, in and outside Larnaca, to sustain microclimate parameters ['City of Choice' - Action 7].
- 44. Carry out enrichment planting in natural areas ['City of Choice' - Action 10].
- 48. Enrich and utilize the coastal zone ['City of Choice' - Action 10].

## 04 To ensure safe and sustainable mobility, and to interconnect Larnaca with all regions of the island, by utilising all means of public transport

- 78. Create an innovative terminal station for public transport [Gateway' - Action 6].
- 20. Facilitate immediate response of emergency services [police, fire department, and paramedics] ['City of choice' - Action 4].
- 41. Upgrade public transport to facilitate intracity and intercity connections ['City of choice' - Action 9].
- 43. Encouraging the use of bicycles ['City of choice' - Action 9].

## 05 To improve and enhance the aesthetics of the built environment

- 78. Aesthetic enhancement of the Central Business District.
- 79. Aesthetic enhancement of the Central Business District.
- 80. Aesthetic enhancement of area with unique architectural character.
- 81. Aesthetic and functional improvements of the Foinikoudes promenade.
- 82. Aesthetic and functional improvements of the Mackenzie seafront area.
- 83. Create an appropriate body for the control and enforcement of aesthetic matters.

## 06 To protect and enhance the Larnaca waterfront

- 84. Unify the Larnaca waterfront.
- 85. Create more swimming beaches, certified with blue flag.
- 86. Ensure excellent bathing water quality.
- 87. Ensure clean and high quality sand along the waterfront.
- 88. Provide conditions for safe swimming and beaches.
- 46. Protect the waterfront against erosion ['City of choice' - Action 10].

## 07 To promote the cultural and historical character of Larnaca

- 79. Enrich and upgrade cultural activities for all ages ['City of choice' - Action 11].
- 50. Enrich and upgrade exhibition and museum facilities for use by all age groups ['City of choice' - Action 11].
- 51. Upgrade and promote archaeological and historical sites ['City of choice' - Action 11].
- 52. Protect buildings, or sites of historical and cultural interest ['City of choice' - Action 11].
- 53. Protect and upgrade areas of natural beauty ['City of choice' - Action 11].
- 89. Develop thematic, historic and cultural routes.
- 90. Illuminate ancient monuments and locations of special architectural interest.

## 08 To ensure excellent conditions of public health and hygiene

- 23. Maintain the crucial environmental parameters on satisfactory levels ['City of Choice' - Action 5].
- 91. Protect residential areas from non-conforming uses ['City of Choice' - Action 5].
- 26. Maintain public and private spaces clean ['City of Choice' - Action 5].

## 09 To provide high quality services for entertainment and leisure

- 23. Maintain the crucial environmental parameters on satisfactory levels ['City of Choice' - Action 5].
- 91. Protect residential areas from non-conforming uses ['City of Choice' - Action 5].
- 26. Maintain public and private spaces clean ['City of Choice' - Action 5].

## 10 To encourage the development of agrotourism, and oikos-tourism as an alternative touristic product

- 95. Conduct a study and develop regulations and incentives, for the utilisation of the existing housing stock, in order to promote oikos-tourism infrastructure in areas of unique architectural character.
- 96. Enhance and strengthen the incentives for the creation of new agrotourism accommodations.

## 11 To promote Larnaca as a competitive trade centre

- 54. Regenerate the Central Business District, and other retail areas ['City of Choice' - Action 12].
- 97. Develop a specialised bonded exhibition centre ['Gateway' - Action 5].
- 98. Develop an innovative shopping mall within the airport proximity for passengers and/or other consumers ['Gateway' - Action 5].

## 12 To promote Larnaca as a tourist destination in the local and international market

- 99. Create a coordinating body, responsible for the promotion of agrotourism and oikos-tourism in Larnaca.
- 100. Strengthen and upgrade the Tourist Development and Promote Agency of Larnaca for the promotion of Larnaca as a tourist destination.





# 03

# Gateway

The utilization of Larnaca's comparative advantage as the only city that combines significant gateway infrastructure - such as the airport, the port, and the marina - and with its central geographical location that minimizes distance between cities, in order to develop a local economy related to logistic activities.

*To upgrade the role of the airport in order to become a base airport for airlines and to promote clustering with other airports in the region*

*To attract industrial, storage and office developments close to the airport area, related to airport activities*

*To attract industrial, storage and office developments close to the airport area, related to airport activities*

*To expand and upgrade the Marina in order to accommodate more vessels and Mega Yachts, and to develop the designated Marina land area*

*To attract and facilitate Logistic activities in Larnaca, such as storing, handling and transporting goods, bonded warehouses as well as to develop bonded exhibition centre*

*To interconnect Larnaca with all regions of the island, by utilising all means of public transport*

## action 01 To upgrade the role of the airport in order to become a base airport for airlines and to promote clustering with other airports in the region

- 101. Create a specialised committee to coordinate activities and actions for the attraction of more airlines and networking with other airports in the region.
- 63. Develop an airport hotel within the airport proximity for the accommodation of transit and/or other passengers/visitors.
- 64. Develop a planning/economic framework of incentives for the construction of city hotels within the greater urban area, to facilitate transit and/or other passengers/visitors.
- 98. Develop an innovative shopping mall within the airport proximity for passengers and/or other consumers.
- 102. Create a terminal station and mobility centre for public transport within the airport proximity.
- 103. Expand and/or upgrade existing airport facilities to facilitate future traffic volumes.
- 104. Examine the impact of a future settlement of the Cyprus problem to the role of Larnaca vs. Tymvou Airport.

## action 02 To attract industrial, storage and office developments close to the airport area, related to airport activities

- 105. Create appropriate zoning and infrastructure to serve specialised office developments associated with the airport's functions.
- 106. Create appropriate infrastructure to accommodate industrial and storage units associated with the airport's functions.

## action 03 To attract industrial, storage and office developments close to the airport area, related to airport activities

- 107. Examine the impact of a future settlement of the Cyprus problem to the role of Larnaca vs Ammochostos port.
- 108. Create a specialised committee to coordinate activities and actions for the attraction of cruises and promotion of Fly and Cruise tourism.
- 109. Conduct a study for the design and implementation of a sustainable transportation system and develop the appropriate infrastructure for the enhancement of vehicular and pedestrian movement, between the port, marina and the city.
- 65. Construct a luxury hotel in the designated port land area.
- 110. Construct leisure/entertainment establishments in the designated port-marina land area.
- 111. Construct a study and architectural competition for large cultural/touristic and other enriching projects in the designated port-marina land area.
- 112. Upgrade the commercial facilities of the port for passengers and visitors.
- 113. Expand/Upgrade the existing port facilities.
- 114. Conduct studies to explore the possibility of relocating port facilities to the airport area and transform the existing port into a mega yacht marina.

## action 04 To expand and upgrade the Marina in order to accommodate more vessels and Mega Yachts, and to develop the designated Marina land area

- 115. Develop high profile residential units in the designated Marina land area to serve the permanent and the holiday accommodation.
- 116. Attract services related to the activities to the Marina and supplementary to the existing office stock of the city.
- 117. Expand and/or upgrade the existing Marina infrastructure.

## action 05 To attract and facilitate Logistic activities in Larnaca, such as storing, handling and transporting goods, bonded warehouses as well as to develop bonded exhibition centre

- 97. Develop a logistic village [special zone and planning regulations] in Larnaca. ['Tourist Destination', Action 11].
- 98. Develop a specialised bonded exhibition centre. ['Tourist Destination', Action 11].

## action 06 To interconnect Larnaca with all regions of the island, by utilising all means of public transport

- 78. Create an innovative terminal station for public transport. ['Tourist Destination', Action 4].
- 119. Create "park and ride" infrastructure.
- 120. Upgrade and modernise the public transport fleet through transportation municipal company.
- 121. Conduct a study to optimise the frequency of routes and pricing policies of public transport and monitor the implementation.
- 122. Develop an innovative transport information system for the travellers in Larnaca, intra-city and intercity.
- 123. Conduct/Upgrade a transportation study for Larnaca.



# 04

The utilisation of Larnaca's comparative advantage in terms of energy, infrastructure, and its central geographical location, in order to attract energy related activities and to develop a local economy related to the energy sector and renewable energy sources.

*To attract the energy sector infrastructure in Larnaca*

*To attract in Larnaca energy sector economic activities*

*To attract in Larnaca government, semi-government and NGO departments related to the energy sector*

*To attract private businesses and economic activities related to the energy sector in Larnaca*

*To promote research and innovation related to energy and sustainable energy sources*

*To establish academic institutions related to the energy sector in Larnaca and to promote the city as a regional energy knowledge centre*

*To promote the use of renewable energy sources and the energy saving measures and to reduce CO2 emissions*

# Energy hub

## action 01 To attract the energy sector infrastructure in Larnaca

- 124. Develop the energy centre at the Vasilikos area, to facilitate all the activities of the energy sector.
- 125. Investigate/study the possibility of creating an energy port.
- 126. Investigate/study the possibility of utilizing the port of Larnaca to facilitate the logistic activities of the energy sector without restricting other port uses [passenger, commercial] or harming the environment.
- 127. Develop specialised infrastructure at the airport to facilitate the energy sector.
- 128. Establish adequate facilities at the Vasilikos energy centre for the management and recycling of the wastes produced by the energy processes (drilling etc).
- 129. Create an observation body for monitoring the impact of the energy facilities and for ensuring health conditions, hygiene, safety and environmental quality.
- 105. Contact studies to explore the possibility of relocating the logistic port facilities of the energy sector to the airport area ['Gateway', Action 3].

## action 02 To attract in Larnaca energy sector economic activities

- 130. Develop a heavy industrial area/zone for industrial units of the energy sector.
- 131. Develop a light industrial area/zone for industrial units and warehouses of the energy sector.

## action 03 To attract in Larnaca government, semi-government and NGO departments related to the energy sector

- 132. Develop a specialised office area/zone for housing/relocating government departments and offices related to the energy sector.
- 133. Locate a Crisis Management Centre for the energy sector in Larnaca.
- 134. Locate the unit responsible for surveillance and safety of the energy infrastructure in Larnaca.

## action 04 To attract private businesses and economic activities related to the energy sector in Larnaca

- 136. Create energy Non Governmental Organisations [NGOs] to promote Larnaca as an energy centre and to coordinate the activities of the private sector.
- 137. Provide planning and other incentives for the expansion and modernization of office space to meet the energy sector's needs.

## action 05 To promote research and innovation related to energy and sustainable energy sources

- 137. Develop a technology and innovation park.
- 70. Examine the feasibility of creating appropriate infrastructure to facilitate conferences and exhibitions. [Tourist Destination, Action 2].

## action 06 To establish academic institutions related to the energy sector in Larnaca and to promote the city as a regional energy knowledge centre

- 138. Establish a university, or other academic institutions specialized in energy and sustainable energy studies.
- 139. Upgrade the existing colleges into universities, and/or provide specialized training programs on energy related subjects.
- 140. Upgrade the Public Library, or create a new library for energy subjects in cooperation with other university libraries.
- 141. Provide incentives for the location in Larnaca of the energy companies' regional training centres.

## action 07 To promote the use of renewable energy sources and the energy saving measures and to reduce CO2 emissions

- 142. Provide incentives for investments in the production of energy from renewable sources, for domestic purposes.
- 143. Promote the investments in the production of energy from renewable sources to supplement existing conventional energy sources.
- 144. Carry out energy conservation measures for street lighting.
- 145. Promote energy conservation measures in transportation.
- 146. Promote public awareness activities for energy conservation.







# FORMULATION OF THE IMPLEMENTATION FRAMEWORK

For the successful implementation of strategic planning and the achievement of the strategic goals, the following basic requirements are necessary:

- 1.** The formulation and continuous revising through participatory processes and public consultation of the, sustainable development strategy as defined by the strategic plan.

**2.** The appointment of a central body, in the Municipality of Larnaca for the development, monitoring, adaptation and implementation of the Action Plan.
- 3.** The provision of adequate staffing of municipal services and the development of policy, training, and continuing education.

**4.** The constant and close cooperation with the social partners.

IMPLEMENTATION	MONITORING AND CONTROL	REVIEW
Restructuring of Municipal Service - Appointment of Strategic Planning Team - Staffing	Defining Political monitoring and control of the implementation of the Strategic Plan	Appointment of the Steering Committee with the social partners for the necessary revisions of the Strategic Plan
Implementation of the training program	Scheduling the planning control of implementation. Determining and approving of the Monitoring Plan	Scheduling periodic [annual] revisions of the Diagnostic Study
Empowerment of the Public Procurement Team	Establishing assessment criteria for qualitative implementation of the objectives	Defining the public consultation process for any divergencies from the Strategic Plan
Designation of the Project Manager at Political and Departmental level	Determining the process for public updating about the progress of the Strategic Plan implementation	
Appoint the financial planning and budget implementation team		



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