

# Expression of Interest TERMS OF REFERENCE

## AKHALTSIKHE CITY AND OZURGETI CITY GENERAL PLANS

### A. Introduction

1. Georgia has received a loan from the Asian Development Bank (ADB), the Project Readiness Financing (PRF), to prepare the Liveable Cities Investment Program (LCIP) multi-tranche financing facility. The LEPL Spatial and Urban Development Agency (SUDA) intends to use a portion of the proceeds of this loan to procure Consultant services for the preparation of Akhaltsikhe City General Plan (AGP) and Ozurgeti City General Plan (OGP).

2. SUDA ordered preparatory studies (Research Phase) for the General Plans in the framework of the State procurement tenders. As per the Georgian Code on Spatial Planning, Architectural and Construction Activities there are four main phases (Research, Vision, Concept and Plan) in spatial and urban planning preparation. SUDA's approach was to split the phases within different projects. Since both selected cities have already has preparatory studies (Research Phase) completed, SUDA will ask the candidates at the RfP stage to propose some initial scenarios ideas and preliminary vision ideas for the cities, as part of their technical proposal.



Figure 1 Location of Cities of Akhaltsikhe and Ozurgeti

3. It's crucial to emphasize that while both Akhaltsikhe and Ozurgeti require revitalization, the nature of their challenges is distinct, demanding unique, tailored strategies for growth and sustainability. Akhaltsikhe, with its strategic location and potential as a logistics hub, has yet to establish its role as a key player in regional or local activities. The primary challenge for Akhaltsikhe is its poor accessibility, both in terms of infrastructure and transportation, which hampers its ability to attract investors and tourists alike. Additionally, a consistent decline in

international tourism—a vital economic engine for many cities—has further stunted its development. Addressing these issues is critical; Akhaltsikhe’s potential to evolve into a regional hub hinges on improving these areas. A comprehensive approach, starting with the General Plan, can strategically tackle these challenges and set the foundation for sustainable growth.

4. Ozurgeti, on the other hand, faces a very different set of challenges. The city, which once had potential as a vibrant destination, now feels like a dead-end, struggling to attract any significant attention or growth. The population has been rapidly declining, and the increasing number of abandoned buildings further contributes to a sense of desolation. The city is on the verge of becoming more and more empty, with little to draw people in or retain those who still live there. To combat these trends, the General Plan will be a crucial tool in Ozurgeti’s revival. This comprehensive plan will not only aim to reverse the city’s decline but also unlock its hidden potential. By improving infrastructure, fostering economic growth, and enhancing the quality of life, the plan could bring new energy to Ozurgeti.

5. This Terms of Reference (TOR) defines the activities required to prepare Akhaltsikhe City General Plan (AGP) and Ozurgeti City General Plan (OGP). The purpose of plans is to position cities as key regional-local players and unlock their full potential. Plans will serve as a guiding tool for the cities' sustainable development. Each city's plans will be developed independently from one another.

## B. Background

### About the City of Akhaltsikhe

6. The city of Akhaltsikhe, formerly Lomsia, is the administrative center of Samtskhe-Javakheti region and Akhaltsikhe municipality, and the historical center of Samtskhe. It is located in South Georgia, in Akhaltsikhe Kvabuli, on both banks of the Potskhoviskali River, at an altitude of 1000 m above sea level and 214 km from Tbilisi.



Figure 1 Akhaltsikhe City and Surrounding Villages/Settlements Boundaries Source: Geographic, GIS & RS Consulting Center; National Public Registry Agency

7. **Stable demographic indicators.** The population of Akhaltsikhe has not experienced a sharp change in the last 12 years (2012-2023) and ranges from **16,500 to 17,350 inhabitants.**

8. Akhaltsikhe is situated along the **Tbilisi-Ninotsminda-Akhaltsikhe-Batumi** Spatial Structure-3. Additionally, with a connection to Khashuri, Akhaltsikhe links to Spatial Structure 1. Strengthening and transforming this connection into a "Spatial Structure 1" will profoundly enhance regional development and substantially boost the region's economic potential.

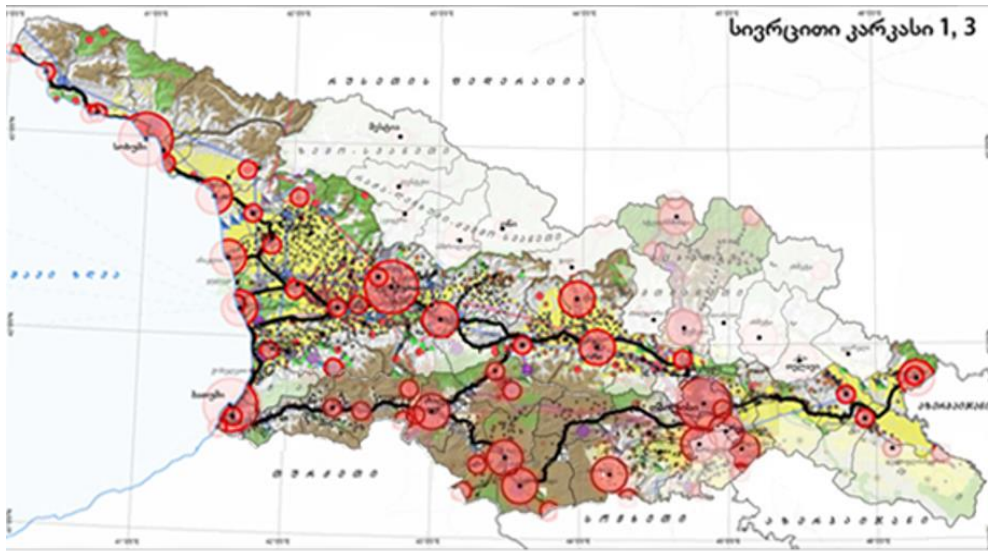


Figure 2 Georgia, Spatial Structure 1,3 Source: Government Program, 2016

9. Akhaltsikhe serves as an important distribution hub for surrounding villages, settlements, and regional travel (including population and tourists) and trade logistics. Furthermore, in addition to its strategic location along two significant roads, the city possesses the potential and opportunity to enhance its railway and air infrastructure. Therefore, it is important to have a multi-scalar approach and a vision of the role of the city at global, regional, and national levels.

10. Akhaltsikhe has a **rich historical** background, with 38 cultural heritage sites registered and 33 designated as immovable monuments. Currently, the city lacks a comprehensive cultural heritage inventory and general protection zones. During the research phase, existing monuments and facilities were screened, leading to recommendations for preserving new buildings that reflect essential historical principles and the city's significance as a historical settlement. The research recommended to prepare a historical-cultural Base Plan.

11. **Importance of health and educational services.** There is a state university and a multidisciplinary college in the city of Akhaltsikhe. Also, there is a large medical center, which determines its presence in the region in the direction of education and medical services. All these are contributing factors to maintaining the population.

12. **A stagnant municipal economy.** From 2017 to 2021, the GDP of the Samtskhe-Javakheti region rose by 58% to 2,034 million GEL. However, the municipality's economy remains at pre-pandemic levels, contributing about 18% to the region's economy, or roughly 360-370 million GEL. Though the city's specific share is not clear, with Akhaltsikhe comprising 44% of the municipality's population, it likely generates about half of the municipality's revenue.

13. **International tourist flows have significantly decreased in recent years.** Tourism in Akhaltsikhe declined before the pandemic, likely due to reduced marketing efforts. In 2022, 78% of the 116,000 visits were local, compared to only 40% local before the pandemic when foreign visitors were more common. Additionally, out of 25,500 hotel visitors, nearly 15,000 were Georgians, highlighting the lack of international tourists.

14. **Geographical-administrative center.** The villages around Akhaltsikhe and the municipalities of Adigeni and Aspindze rely on the city for daily activities like commerce, education, and work, highlighting Akhaltsikhe's central role in the region. This is evident from the growing state administration and defense sectors. While Borjomi and Abastumani are

strengthening as resorts, Akhaltsikhe must develop to maintain and enhance its central function.

15. **Transport access as a challenge.** Despite its transit function, Akhaltsikhe faces transport challenges. Roads are congested with heavy truck traffic and need frequent repairs. The railway is no longer operational, and there is no airport for small aviation.

16. **Major contribution of the manufacturing industry to the economy.** The municipality is dominated by wholesale and retail trade, manufacturing, and construction. Consumers from other districts visit the main market. Active industries include sand-gravel mining, construction, block mills, pumice processing, and dairy and egg production, with products often supplied to Tbilisi.

17. **Increased cargo turnover rate and unexploited logistics function.** In 2023, 3.2% of Georgia's exports and 3% of its imports passed through this region, totaling 298 million kg, with 295 million kg being imports. Import volume has quadrupled since 2019, with value increasing eightfold. Despite an 18% decrease in export volume, its value also increased eightfold. Transit cargo rose almost tenfold to 203 million kg, with nearly 12,000 trucks crossing Vale customs for transit to/from Turkey. Most of these trucks head to the Red Bridge (crossing with Azerbaijan), highlighting Akhaltsikhe's potential as a logistics hub, though it has yet to develop the necessary infrastructure and services.

18. **Less competitive pay compared to Borjomi and other similar cities.** The average monthly salary in Borjomi has doubled in recent years, making it twice that of Akhaltsikhe. Akhaltsikhe also lags behind Telavi, Marneuli, and Zugdidi in average salary.

19. **Dominance of small enterprises.** Out of 2,782 active businesses in the municipality, 82% are small enterprises, with no medium-sized ones. Foreign businesses contribute 36% to the sector's turnover. Overall, the municipality's business sector lags behind the region, producing about 20% of its economic output. There is absence of modern trade clusters.

20. **Lack of large recreational spaces-**The city has a lake, small parks, and surrounding forested areas, but lacks a large, organized recreational space to boost tourism and improve residents' quality of life.

21. **An upward trend in real estate prices, albeit a small market volume.** From 2017 to 2023, real estate prices rose—81% for houses, 50% for land, and 17% for apartments—despite the small market size.

22. **Existence of multi-ethnic cultural heritage monuments in Akhaltsikhe and its surroundings.** In the city of Akhaltsikhe there is a unique monument of cultural heritage - the Rabat Castle complex, which is visited by a large number of visitors every year. Around the city there are many monuments - Aksuri, Sapara, Slesi and Tiseli castles, Vardzia complex and others. This turns Akhaltsikhe into a hub, where tourists can stay and explore the desired cultural objects from different directions.

23. **Culinary identity.** The Samtskhe-Javakheti region is known for its Meskhurian cuisine, including Apochti and Tenili cheese, and its culinary traditions like eating snails. The area grows a lot of potatoes and is renowned for trout, shaping Akhaltsikhe's culinary identity.

24. During the preparatory studies, the base and support data were created, which included taking an orthophoto with a drone, creating a detailed topographic base, and generating land cover layers (using CORINE Land Cover system) based on the orthophoto. The list of studied topics and issues can be found in Annex 1. The main findings from the research phase can be found in Annex 2 - SWOT analysis for the City of Akhaltsikhe.



## About the City of Ozurgeti

25. The City of Ozurgeti is the capital of the western Georgian region of Guria. It was formerly known as Makharadze (named in honor of Filipp Makharadze). It is a regional center of tea and hazelnut processing. Ozurgeti is also the administrative center of Ozurgeti Municipality. Ozurgeti is 200 meters above sea level. Most of the city is located between the Bzhuzhi and Natanebi rivers and 325 km from Tbilisi.

26. The population of the city of Ozurgeti has seen a significant **decline of 37%** over the past 25 years, with the current number of inhabitants standing at **14,200**, according to 2022 data from Geostat. There is an outflow of youth, resulting in an **aging population** that is altering the overall age structure.

27. The city of Ozurgeti is located between **the main spatial structures** of the country's Spatial Structure (Structures 1 and 7). Currently, the location of Ozurgeti belongs to the weak side as it does not have a direct connection with Spatial structure 1 and 7. Although Ozurgeti might **seem like a dead-end**, it is part of the Black Sea resort cluster and is accessible by rail. Ozurgeti's strategic location, near the Kobuleti protected areas, Kolkheti National Park, and the planned Guria National Park, offers significant potential.

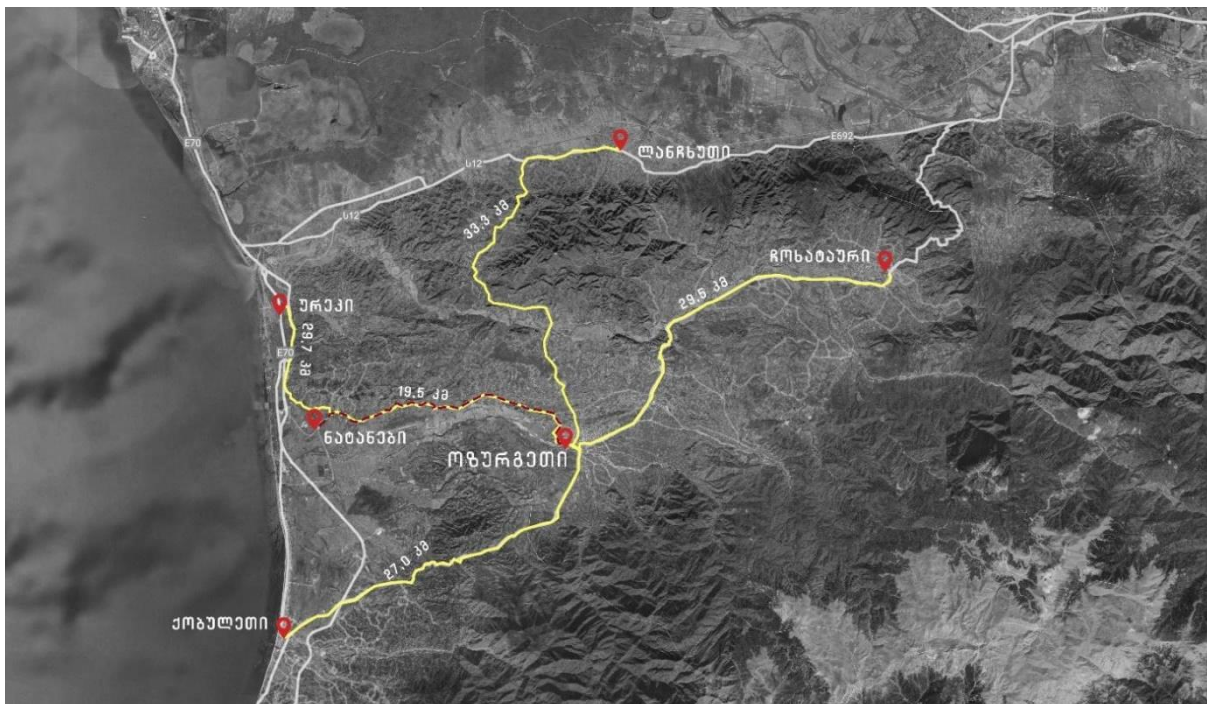


Figure 3 Main transport connections of the city of Ozurgeti Source: New City Development

28. Ozurgeti faces several **environmental challenges**, including a lack of systematic environmental monitoring, widespread pollution, the absence of a waste management plan, and no municipal waste separation system. The municipal landfill operates on the former airport of the City and there is no sanitary protection zone near the natural outlet of mineral water.

29. In the city of Ozurgeti, there is a limited list of immovable monuments of **cultural heritage** (11 objects). Therefore, there is a large amount of Soviet architecture and very interesting relatively modern interpretations of oda houses (traditional Gurian house) from the

1950s. Within the framework of the research phase, a rehabilitation area was identified, which represents the historical core of the city.

30. The city has rich socio-cultural assets, such as the Ozurgeti Theater, House of Culture, museums, and libraries. Although the city has a significant number of well-equipped parks, there is a **lack of necessary infrastructure for recreational spaces**, highlighting the need to rethink public spaces for all age groups and improve their connectivity.

31. There are **challenges in the tourism sector**, including a lack of tourism agencies and information centers, underdeveloped tourist routes, inadequate tourism and health infrastructure, limited tourism variety, low standards in hotels and guest houses, and a shortage of qualified and motivated service personnel. Despite these issues, the area holds interesting yet untapped tourist potential that has to be uncovered.

32. The city faces several **infrastructure challenges**, including deficiencies in the central water supply, serious shortcomings and malfunctions in the drainage system, an unorganized environment for people with disabilities, insufficient public transport intensity, outdated railway standards. Despite these issues, there have been efforts toward partial rehabilitation of internal roads, the provision of utility infrastructure like gas and electricity, improvements in public transport.

33. Private and public transport operates in Ozurgeti, with the railway being a key factor, though its slow speed poses a challenge. **Reducing reliance on private cars** is crucial, and developing public transport using sustainable "green mobility" principles could create a more efficient transport system. To note that there used to be cable car in the city.

34. Ozurgeti faces **several economic challenges**, including a low economic level, high unemployment rates, expensive living costs, low wages, and a significant portion of the population living below the absolute poverty line. Social infrastructure is also concentrated in specific, narrow geographical areas. On the positive side, benefits from a flexible pension system and strengths in sectors such as wholesale and retail trade, car and motorcycle repair, which positions it as a potential transit hub. Additionally, the processing sector is robust, with 75 enterprises operating in Ozurgeti, accounting for nearly one-third of all processing industry entrepreneurs in Guria and almost half in Ozurgeti municipality.

35. **The housing market is underdeveloped**, despite a high rate of total area per capita and low rental costs. The City suffers from poor technical conditions of buildings, low energy efficiency leading to high heating and air conditioning costs, and an absence of both social housing and homeless shelters.

36. Ozurgeti's healthcare infrastructure includes clinics, pharmacies, and other healthcare facilities, along with the availability of emergency care, though it faces a **shortage of medical equipment and services**. In education, the town offers public schools, kindergartens, vocational colleges that serve Guria, and specialized schools such as art, music, and parochial schools, though many of these institutions **do not meet accessibility standards**. Regarding sports, Ozurgeti has some sports infrastructure, including a swimming pool, exercise/fitness hall, central stadium, and tennis courts, but the **number of facilities and circuits remains insufficient**.

37. The final Research report presents the results of the preparatory studies, in particular, the issues from the multidisciplinary field studies and Urban planning analysis.

## C. Objectives

38. The main objective is to develop comprehensive General Plans for the cities of Akhaltsikhe and Ozurgeti, positioning them as key regional-local players and unlocking their full potential. Plans will serve as a guiding tool for the cities' sustainable development.

### The specific objectives are:

#### Objectives for Akhaltsikhe:

- Strengthening the function of the city's administrative, economic, tourist, logistic hub throughout the region and country levels.
- Promoting the concept of regional hub by considering big infrastructure projects and encouraging light industry and relevant material production in the city.
- Improving transport solutions both to the city and within the municipality. Among them, the improvement of the highway, railway and the promotion of the development of soft mobility.
- Promoting the development of modern trade clusters, including the large chain trade/service facilities.
- Promoting the production of gastronomic products characteristic of sites, trigger their development into products and scaling up in the country and beyond.

#### Objectives for Ozurgeti

- Strengthening and shaping the identity of Ozurgeti using a multi-scalar approach that embraces its strategic location between the mountains and the sea, while considering its proximity to major highways. Rethinking its identity from a dead-end to a destination.
- Propose guidance and activities for major infrastructure development.
- Propose strategies to create an organic unity between the city's various parts, taking into account Ozurgeti's vertical zoning and terraced development.

#### Objectives for both cities:

- Provide recommendations for motorized and non-motorized transport improvements, street redesign guidelines, and identify suitable locations for necessary parking facilities, including determining the number of parking spaces. Additionally, review public transport routes and propose adjustments if required.
- Propose strategies to regenerate brownfields and cultural heritage sites, integrating them into everyday life, and focusing on unlocking the urban potential to enhance community engagement.
- Increasing the green, blue and recreational spaces, pocket spaces aimed at increasing the quality of life, using the potential of green and blue corridors (river and canals/rivers) in the city to create a citywide network, and promoting nature-based solutions.
- Propose activities to boost socio-economic development.
- Propose strategies and tools to overcome environmental challenges.
- Promote urban upgrade by creating architectural aesthetic parameters and guidelines- (i) to renovate historic areas and plan new buildings, giving them modern functions, which will help attract tourists; (ii) for Urban Street Design improvements; including Urban design elements for public space (signage and wayfinding; water features; street furniture, etc.);



- Ensure ways of improving social infrastructure in order to enhance socio-demographic conditions (education, healthcare, housing, public transport, cycling and walking, water & waste management, and energy) considering the 15-minute city concept.
- Outline the legal prerequisites required for the development of future social infrastructure or other essential facilities.
- Position the cities in the tourism strategy of the country in order to attract more local and international tourists, and create a Branding strategy for the city, respecting local traditions and context;
- Identify international Best practices and the possibility of city twinning, considering that during the creation of branding strategy.
- Drive the strategic location of investments from both the public and the private sectors, and identify spatial talents (areas with high potential);
- Facilitate the role of human capital supply and training for the hospitality sector in the regions. Promote educational activities by using existing infrastructure and boosting capacity development.
- Propose an executable implementation strategy.
- Promoting the use of Tactical urbanism as a tool to demonstrate change in space and prepare Pilot projects in both cities.

39. The consultant will review and analyze the research documents provided by SUDA. They will also address any gaps identified. Based on the Research, the consultant will prepare the two General Plans, following the Georgian Code and Rules.

40. The consultant will design pilot projects using tactical urbanism tools and methodology to demonstrate change in space and promote the vision of the project.

41. **Climate resilience and low-carbon development** will be at the forefront of all proposals, given the vulnerability of Akhaltsikhe and Ozurgeti area to climate change and anthropogenic pressures and Georgia's international commitments (National Determined Contributions). The consultant shall pay full attention to the need to decrease GHG emissions and increase the urban resilience of the city. Socio-economic, natural risk and climate change data will be analyzed to make well-informed decisions, and climate adaptation, including disaster risk management and mitigation will be mainstreamed throughout the AGP and OGP. SUDA will coordinate to share multi-hazard risk vulnerability maps prepared by the National Environmental Agency (NEA) to the consultant.

42. The AGP and OGP are also used as an opportunity to prepare a **priority investment plan**. The link between planning and implementation is at the core of both Plans. A prioritized list of investments (including cost estimates) will be developed to provide a roadmap for relevant stakeholders. One of the key outputs will be respective investment plans, having short, medium and long-term components.

43. The AGP and OGP will be an opportunity to encourage proactive involvement of stakeholders and initiation to form Local Action Groups (LAG). **Stakeholder consultations and local action group involvement** have high importance, and the consultant should pay particular attention to ensuring regular and sufficient participatory activities.

44. The AGP and OGP will be subject to a **Strategic Environment Assessment (SEA)** to analyze its likely environmental and public health impacts. The SEA's results and conclusions will be considered when adopting the Concept and Final Plans. The Consultant will be required to follow the legal requirements of the national Environmental Assessment Code (EAC), including the need for mandatory public hearings.

45. The Consultant will transfer technical knowledge and know-how to SUDA staff and other national and local counterparts throughout the preparation of the AGP and OGP. Considering the EU candidate status granted to Georgia, the best **international practices** would apply through gradual approximation with the goals and objectives of the **European policies**, and all proposals should consider EU practices.

## D. Scope and tasks

46. The study will deliver four key outputs: Akhaltsikhe and Ozurgeti General Plans and the respective Priority Investment Plans (PIP). Table 1 summarises the major activities and outputs.

47. List of Outputs:

- Output 1A : AGP
- Output 1B : OGP
- Output 2A: AGP PIP
- Output 2B: OGP PIP

**Table 1: Major activities and outputs**

Work Tasks	Deliverables	Indicative Completion dates
Output 1A : AGP & Output 1B : OGP ,		
<b>Stage 1- Research Review</b>		
Mobilization and kick-off meeting		
Review of Research phase documents		
Stakeholder mapping and engagement plan		
SEA screening		
Inception reports	Inception Reports	Month 1.5
<b>Stage 2- Vision</b>		
Strategic development scenarios		
Visioning workshops		
Definition of strategic directions and 'obvious 'priority projects		
Vision, Strategy and Viability Workshop	Final Vision and Strategy reports	Month 3
Final Vision and Strategy reports		
<b>Stage 3 - Concept Plans</b>		
Development of urban strategies		
Branding strategy		
Strategic Environmental Assessment Scoping		
Concept Plan Workshop	Final Concept plan reports	Month 5
Revised Concept Plans, for official approval		
<b>Stage 4 - General Plans</b>		
Final Plan development		
SEA final report and public hearing		
Plan Implementation Roadmap		
Draft Final Plan workshop	Final Plan Reports	Month 8
Revised Final Plans, for official approval		
<b>Optional Stage 5</b>		
<i>If activated: Concept Design and Tactical Urbanism Pilot Projects</i>		Month 8
Output 2A : AGP PIP & Output 2B : OGP PIP		
<b>Priority Investment Plans</b>		
Data collection and review of projects, plans, strategies		

Definition of Strategic directions and 'Obvious priority projects'		
Additional consultation and criteria definition		
Identification of Strategic and Catalytic priority projects		
Rapid economic and financial analysis		
Prioritization		
Draft PIP	Draft PIP	Month 5
Final PIP for Akhaltsikhe and Ozurgeti	Final PIP	Month 8

48. Given the project timeline, the research review phase will occur in the autumn/beginning of winter. Since the consultant might need to gather data across different seasons, it is recommended to continue collecting research data until the end of stage 3.

49. If, within 6 months after submission, the revised Concept Plan has not been approved, the Phase 4 Final Plan will not be activated, and activities for Output 1 will not continue. However, if Output 1A has not been approved but Output 1B has been, activities related to Output 1B will proceed to the Phase 4 Final Plan.

50. In case the need and upon approval of the Client of additional site surveys and/or site investigations, the consultant should firstly agree a budget for the work as a provisional sum.

51. Optional stage can be activated<sup>1</sup>. The Consultant will be required to carry out concept design and Tactical Urbanism Pilot Projects. This stage is proposed on an optional basis. SUDA will inform the Consultant if stage 5 will proceed 1 month prior the completion of stage 3. The works planned for stage 5 (if proposed by the client) will commence upon completion of stage 3 only. If however, stage 5 does not proceed as planned, the provisional sums for the Concept design package will not be used.

## **E. Qualification requirements and Team composition**

52. SUDA will select and engage Consultants in accordance with ADB Procurement Policy and the associated Staff Instructions for ADB Administered Consulting Services and Technical Assistance Staff Instructions.

53. SUDA is looking for a multi-disciplinary team for the Akhaltsikhe and Ozurgeti General Plans. Consultants will be engaged through a single firm or a group, or a consortium of firms.

54. The consultant firm shall demonstrate technical competence and geographical experience based on project references:

- Significant international experience, preferably 7 projects
- Significant experience in urban planning, preferably 7 projects
- Experience in similar-scale city development plans will be an advantage.
- Experience in strategic advisory on regional economic development will be an advantage.
- Experience in Europe, and post-soviet countries; previous experience in Georgia is an advantage.

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<sup>1</sup> The budget for the "Concept Design and Tactical Urbanism Pilot Projects" is in provisional sums.

55. During the RFP stage, the consultant will be asked to outline their approach to the sites, including the methodologies and tools that will guide the creation of the vision. Based on the research phase documents that will be shared, and as part of the technical proposal, the consultant will be required to propose preliminary ideas for the scenarios and an initial framework for the vision development (2-3p).

**Table 2: Team Composition**

<b>CORE TEAM – KEY EXPERTS</b>		
<b>Position</b>		<b>PM</b>
<b>International Staff</b>		
1	Urban Planner//Team Leader <sup>2</sup>	5.0
2	Transport and mobility specialist	2.0
	<i>Sub-total</i>	<b>7.0</b>
<b>National Staff</b>		
1	Urban Planner/Deputy Team Leader	8.0
2	Economist	4.0
3	Environment, Climate change and DRM specialist	4.0
	<i>Sub-total</i>	<b>16.0</b>

<b>EXTENDED TEAM – NON-KEY EXPERTS</b>		
<b>Position</b>		<b>PM</b>
<b>International Staff</b>		
1	Urban Designer	1.0
2	Regional Economic Development Specialist	1.0
	<i>Sub-total</i>	<b>2.0</b>
<b>National Staff</b>		
1	Urban Planner	8.0
2	Cultural Heritage Specialist	2.0
3	Transport and mobility specialist	2.0
4	Stakeholder Engagement Specialist	4.0
5	Tourism specialist	2.0
6	Infrastructure Engineer	2.0
7	Branding specialist	2.0
8	Urban Designer	3.0
9	GIS Specialist	4.0
10	Logistics Specialist	2.0
11	Head office support	2.0
12	Translator and interpreter	8.0
	<i>Sub-total</i>	<b>41.0</b>

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<sup>2</sup> The Team Leader shall spend preferably minimum 30 working days in Georgia. The TL will be present in the Field during the milestones of the project.



## F. Deliverables

56. The Consultant shall submit the following key project deliverables to SUDA. All reports shall be carried out in full consultation with relevant parties and stakeholders.

**Table 3: Deliverables and Milestones**

Phases and Deliverables			Milestone	Payment Schedule (% of the contract amount)
1	Inception report AGP	Inception report OGP	Month 1.5	15%
2	Vision & Strategy AGP	Vision & Strategy OGP	Month 3	20%
3	Concept plan AGP	Concept plan OGP	Month 5	17.5% (A) 17.5% (O)
4	General plan AGP	General plan O	Month 8	15% (A) 15% (O)
*Biweekly progress report				

*\*The Payment milestone percentages may be revised during negotiations before finalizing the contract. Therefore, the deliverables for Output 1A and Output 1B will have distinctive payments.*

### **Phase I**

The inception Report will include:

- Stakeholders mapping and Engagement plan.
- Review of research documents and gap analysis, additional data collection/survey program (if needed).
- The required changes to the outline scoping of the proposed works, if any.
- SEA screening.
- Summary of stakeholder engagement activities.

### **Phase II**

Vision and Strategy report will include:

- Vision scenarios and strategic directions
- Vision and Strategy Viability Assessment
- Summary of stakeholder engagement activities

### **Phase III**

The concept report will include:

- Concept plan as defined by the Code and Rules
  - SEA scoping
- As well as a report with:
- Summary of stakeholder engagement activities
  - Branding and Marketing Strategy
  - Draft Priority Investment Plan

### **Phase IV**

The Final General plan report will include:

- The General Plan as defined by the Code and Rules
- SEA as defined by the Code.
- Compendium of analytical and thematic maps; all annexes with additional maps, data, analysis, presentations, guidelines, complete GIS, etc.

as well as a report with

- Stakeholder Engagement Summary Report.
- Final Branding and Marketing Strategy
- Final Priority Investment Plan
- Booklet- summary of the project

**The consultant should provide SUDA with the GIS data and other working files at the end of each deliverable.**

57. Each report must include an **executive summary** and should not **exceed 50 pages**. **Annexes should be used for supplementary data.**

58. The consultant will provide **biweekly reports** containing concise updates on process status, highlighting identified gaps, and signaling any required assistance.

59. All project reports shall be written in **Georgian and English** and shall be provided in both printed and electronic form. The consulting firm shall provide three printed copies of each report to SUDA. Electronic versions of the reports should be submitted in both Word and PDF formats. The consulting firm shall also provide SUDA with the final electronic version of all source files under self-explanatory file names and directory structure (including data collected, database, spreadsheets, and models etc.).

## **G. Implementation Arrangements**

60. SUDA will administer the project and supervise the implementation of the assignment. It is the primary route for all communication, reports, and project management aspects. The Consultant will report to SUDA who will approve the deliverables. The precise details of the communication structure will be advised at the project inception stage.

61. As part of the review process, the Consultant shall submit the draft reports to SUDA and incorporate their comments during the finalization of the reports. Workshops will help seek input from other stakeholders.

62. SUDA may mobilize several students/ interns with the help of universities to work full-time with consultants during the project to promote urban planning education, increase awareness among students, and create quality human resources.

63. Recognizing the strategic importance of Ozurgeti in the Coastal Zone, the consultant will take part in key meetings organized by SUDA with the Coastal Zone Spatial Development Plan team for the ongoing project in Georgia. Additionally, the significance of both cities will be emphasized in preparation for the upcoming National Spatial Development Concept (NSDC) of Georgia. Meetings between the different project teams will focus on sharing research, exchanging insights, and fostering collaboration to ensure clear communication and avoid any overlaps or miscommunication.

## H. Annex

The full reports in English can be found on the following link.

<https://drive.google.com/drive/folders/1JG9TQ7dDcgGuAzr20jEtN4iUjDBbZP0S?usp=sharing>

### **Annex 1- List of Preparatory studies for the General plan/ concept of the city of Akhaltsikhe by Geographic, GIS & RS Consulting Center**

#### **Studied Topics/Issues:**

##### Location Analysis

1.1. Akhaltsikhe in the Resettlement Plan of Georgia and the Region. Spatial Framework of Georgia

1.2. Location of Akhaltsikhe - Historical Context

1.3. Toponyms

1. History of Akhaltsikhe and Cultural Heritage
  - 2.1. History of the Akhaltsikhe City
  - 2.2. A Study of the City's Urban Fabric and Heritage
  - 2.3. Intangible Cultural Heritage
  - 2.4. Tangible Heritage
  - 2.5. Historical Toponyms
2. Basic/Supporting Data
  - 3.1. Orthophoto
  - 3.2. Topographic Map
  - 3.3. Elevation, Terrain, and Exposure Analysis
  - 3.4. Land Cover
  - 3.5. Other Supporting Data
3. Natural-Geographic Features
  - 4.1. Geographical Location of the Akhaltsikhe City and General Overview
  - 4.2. Geology
  - 4.3. Hydrogeology
  - 4.4. Seismic Stability
  - 4.5. Minerals
  - 4.6. Terrain
  - 4.7. Climate
  - 4.8. Hydro Network
  - 4.9. Soils
  - 4.10. Vegetation Cover
  - 4.11. Fauna
  - 4.12. Landscapes
  - 4.13. Natural and/or Man-Made Hazards
4. Ecology
  - 5.1. Air Pollution
  - 5.2. Acoustic Pollution
  - 5.3. Waste Management
5. Socio-Demographic Analysis
  - 6.1. Population
  - 6.2. Employment

- 6.3. Household Incomes
- 6.4. Social Assistance
- 6.5. Pension (Age, Disability, etc.)
- 6.6. Forced Displacement
- 6.7. Pendulum Migration
- 6. Study of the Urban Structure and Functional Purpose of the Urban Development
  - 7.1. Functional-Volumetric Analysis of the Akhaltsikhe City
  - 7.2. Analysis of Identified Homogeneous Districts
  - 7.3. Analysis of Development Density, Intensity, Housing
- 7. Social Infrastructure and Services
  - 8.1. Educational Institutions and Education
  - 8.2. Medical Institutions and Health Care
  - 8.3. Emergency Management Services
  - 8.4. Sport and Recreation
  - 8.5. Other Facilities and Institutions of Social Infrastructure
  - 8.6. Cemeteries
- 8. Urban Analysis of Recreational Areas
- 9. Economy
  - 10.1. Alternative Indicators for Region and Municipality
  - 10.2. Business Register
  - 10.3. Enterprise Analysis
  - 10.4. Agriculture
  - 10.5. Cargo Turnover
  - 10.6. Analysis of Leading Real Estate Sectors
    - 10.6.1. Analysis of Land and Residential Real Estate Transactions
  - 10.7. Hotels
  - 10.8. Trading and Food Facilities
- 10. Tourism
  - 11.1. Akhaltsikhe Municipality
  - 11.2. Hotel Tourism Review
  - 11.3. Study of Tourism/Resort Infrastructure and Potential
- 11. Transport and Mobility
  - 12.1. Street Network
  - 12.2. Intercity and Domestic Roads
  - 12.3. Car Services
  - 12.4. Parking
  - 12.5. Public Transport
  - 12.6. Railway Infrastructure
- 12. Engineering Infrastructure
  - 13.1. Electrical System
  - 13.2. Gas Supply
  - 13.3. Water Supply and Domestic Water Supply Network
- 13. Documentary Research
  - 14.1. Data of Legal Acts
  - 14.2. Land Ownership and Cadastre
- 14. Spatial-Planning Restrictions and Protection Zones
- 15. SWOT Analysis
- 16. Summary - Main Findings and Recommendations
  - 17.1. Main Findings
  - 17.2. Recommendations

## **Annex 2-SWOT analysis for the City of Akhaltsikhe**

Source: GeoGraphic

**Strengths:**

- Favorable geographical and key location of Akhaltsikhe in the regional settlement system, which is an important contributing factor to its establishment as an administrative, economic, and tourist center.
- Outstanding, unique cultural heritage throughout the country: Rabati Castle Complex, Sapara Monastery, Atskuri Castle, Slesi Castle, Tiseli Castle, Khertvisi Castle, Tmogvi Castle, Vardzia Complex, etc. are also located near the city.
- Active city and several multi-functional cluster centers distributed throughout the city.
- Multi-ethnic settlement: presence of different ethnic or religious segments, thus creating an attractive multicultural environment.
- Small but recent activation of the hotel sector (opening of the Inn network).
- Abundance of natural resources: mineral water, sand-gravel, pumice and other resources.
- Fertile agricultural land: production of products such as potatoes, fruits, vegetables, and wine.
- Increased cargo turnover rate in recent years.
- Existence of vacant large lands for development purposes.
- In Akhaltsikhe, there is no pronounced trend of population aging: socially active generations, in total, make up the majority of the population (64%), and there is no big gap between generations (it varies within 1-3%. In particular, the share of generation Z in the population is 21%, millennials - 19%, and Generation X - 24%.
- The majority of the population of Akhaltsikhe (62.3%) is employed, and the share of the unemployed (11%) is less compared to the unemployment rate in Georgia in general (about 16%, according to 2023 data) and the unemployment rate of the population of Georgian cities (18%, according to 2022 data).
- The poverty level of the population of Akhaltsikhe is lower than the poverty level of the population of Georgia in general. In particular, 11% of the population of Akhaltsikhe receives subsistence allowance, while the share of subsistence allowance recipients in the population of Georgia is 18% (as of 2022).
- Among the population of Akhaltsikhe, 35% of adults (18+) have higher education, which is higher than the percentage of people with higher education in Georgia (29%).
- Connectivity of the street network.
- Existence of a bus station.
- Dimensions of the streets.
- Transport services for school/kindergarten age children.

**Weaknesses:**

- Inadequate Transport Accessibility: Poorly organized road infrastructure, non-functional railway, and lack of an airport for small aviation.
- Limited Recreational Spaces: Absence of large recreational areas and modern trade centers.
- Underdeveloped Medium-Sized Businesses: Low presence of medium-sized enterprises, crucial for employment.
- Lack of Resort Functionality: Despite having resort status, it does not function as a resort.
- Decline in International Tourism: A noticeable decrease in international tourists in recent years.
- Comparatively Low Salaries: Average monthly salary is lower than in other regional cities like Borjomi, Telavi, Marneuli, and Zugdidi.

- Uniform and Non-functional Recreational Spaces: Recreational areas of uniform typology, lacking functionality and proper integration with residential areas.
- Deficient Urban Greenery: Insufficient green cover in squares and parks, dominated by solid surfaces (concrete, tile, etc.).
- Inaccessible Parks: In some cases, entrances to central parks and pedestrian crossings are disconnected; parks are enclosed with artificial barriers like metal fences.
- Obstructive Structures in Parks: Buildings inappropriately located in parks create visual and physical barriers, especially noted in front of the theater in the central park.
- Lack of Integrated Urban Waterfronts: No connection between the city and the river through green and blue corridors.
- Non-Standard Sidewalks: Narrow sidewalks, sometimes completely absent, leading to accessibility issues.
- Disorganized Parking: Chaotic and inadequate parking spaces, with territories predominantly allocated to private cars at the expense of public spaces.
- Unstructured Bus Stations: Bus stations are disorganized and chaotic.
- Insufficient Accessibility Infrastructure: Lack of adequate facilities for disabled individuals' mobility.
- Unregulated Building Extensions: Systematic additions to multi-apartment buildings are unsightly and disorganized.
- Parking Issues in Residential Areas: Chaotically developed parking garages in and around multi-apartment residential buildings.
- Functional Imbalance in Residential Areas: Presence of non-residential functions like warehouses and car services in residential areas, creating inconsistencies.
- Increasing Poverty: Despite a lower overall unemployment rate, the increasing number of welfare recipients indicates narrowing opportunities for social well-being and insufficient income mobilization.
- Inadequate Waste Management: The entire municipality lacks comprehensive waste collection and removal services; existing equipment is outdated and often insufficient, with some areas operating on a "call system".
- Non-Standard Waste Disposal: Absence of a non-hazardous waste dump meeting modern standards, with the current landfill near Chacharak often causing local dissatisfaction.
- Lack of a Waste Management Database: No database to record and monitor waste generation by type, which hampers effective waste management and monitoring.

### **Opportunities:**

- Strategic crossroads between Kartli, Javakheti, Adjara-Imerti, and Tao-Klarjeti - location as a gathering place of the road network, which may lead to administrative centrality.
- Proximity to such cities/towns/settlements as Abastumani, Urvelli, Borjomi. Also, the natural landscape and the abundance of surrounding tourist monuments: the monastery complex of Vardzia, the fortresses of Khertvisi and Tmogvi, which increases the probability of a visit with an excursion purpose and the need for their services.
- Strategic border location: with proximity to Turkey and Armenia, Akhaltsikhe acts as a trade center with potential for further economic development. This potentially provides a chance to improve border services, transport services, hospitality services across the region and sub-region.



- Presence of handicrafts, products, and authentic cuisine typical of the local environment. Products and cuisine characteristic of the region, which can be materialized in Akhaltsikhe in the form of food facilities.
- In Akhaltsikhe, the specific share of generation Z in the population (21%) is almost as much as the share of millennials (19%) and generation X (24%), taken separately. This increases opportunities for young people to actively engage in various formal and informal activities and become agents of innovation in the city and region.
- Akhaltsikhe has a population with high qualifications in various fields (at least every third has received higher education). This creates an opportunity for vacancies, both in the public and private sectors, to be filled by qualified local personnel.
- High rates of temporary (pendulum) labor migration in the Samtskhe-Javakheti region raise the possibility that the skills of the local population will be enriched by taking into account the experience of employment in other locations.
- Arrangement of street network adaptability for all participants.
- Development of bicycle transport.
- Development and regulation of parking policy.
- Increasing pedestrian mobility.
- Development of public transport.
- Better organization of car services on international roads.
- The possibility of restoring the railway infrastructure.

#### **Threats:**

- Regional conflicts that may negatively affect tourism and trade relations.
- Scarcity of employment opportunities, especially for young people, which could stimulate labor force emigration.
- Potential for Akhaltsikhe to lag in infrastructural development compared to regional sub-centers if not properly addressed.
- The population of Akhaltsikhe decreased by about 9% in 2023 (considering the years 2012 - 2023), likely due to long-term internal migration or emigration, posing a risk of intensifying these migration processes.
- An increase in the number of subsistence allowance recipients (both families and individuals) in Akhaltsikhe over the last three years (2021-23) could further drive migration from the area.
- Samtskhe-Javakheti, along with other regions (Samegrelo - Zemo Svaneti, Kvemo Kartli, Imereti, and Tbilisi), experiences high intensity of pendulum-like (temporary) labor migration, which poses the risk of turning into permanent emigration, negatively impacting the population count.
- The number of old-age pension recipients in Akhaltsikhe has been increasing annually since 2012, and by 2023, pensioners will constitute about 21% of the total population. Combined with the labor force involved in temporary labor migration potentially turning into long-term emigration, Akhaltsikhe faces the threat of an aging population.
- Improper planning of road infrastructure could increase the likelihood of private car travel, leading to more chaotic traffic, parking issues, and an unsafe environment for pedestrians.
- Inefficient development of public transport in the city could lead to increased reliance on private cars and a rise in their numbers.

## **Annex 3 - List of Preparatory studies for the General plan/ concept of the city of Ozurgeti by New City Development**

### Chapter 1. Physical Environment

#### Spatial Information

Location of the Planning Unit within the Country's Settlement System

Administrative-Territorial Location

Potential and Perspective for the Agglomerative Development of the City

1.1. Orthophotofixation

1.2. Geomorphology

Natural-Geographical Characteristics

Geological Conditions and Geomorphology of the Study Area

Geographical Location and General Overview

Lithology

Hazardous Geological Processes

Hydrogeology

Hydrological Resources (Hydrography)

Natural Resources (Minerals – Research and Prospective Development Analysis)

1.3. Seismology: Tectonics and Seismicity

1.4. Climate

Sunshine

Atmospheric Air Temperature

Atmospheric Humidity

Atmospheric Precipitation

1.5. Natural Values

Natural Heritage and Values

Protected Areas

Landscape

Soil

Special Areas (Areas of Special Conservation Significance)

1.6. Cultural Heritage

History of Ozurgeti's Origins

Etymology of Ozurgeti

Gurian Traditional Dwellings in Ozurgeti

Ozurgeti During the Soviet Period

Archaeological Heritage

Recommendations

Traditional Dwelling

Archaeology

Intangible Cultural Heritage

Tangible Cultural Heritage and Listed Monuments

Rehabilitation Area

1.7. Ecology

Environmental Overview

Sanitary Protection Zones

Ozurgeti Bathhouse Complex and Natural Mineral Water

1.8. Total Area of the Planning Unit

Boundaries of the Study Area

1.9. Land Cover

Study of the Structure and Functional Designation of Development

Abandoned Buildings and Areas

## Chapter 2. Infrastructure

### 2.1. Transport Infrastructure

Transport System of Ozurgeti

Public Transport

Automobile Passenger Fleet

Cancelled Forms of Transport in the City of Ozurgeti

Conclusions

### 2.2. Engineering Infrastructure

Current Condition of the Water Supply, Sewerage, and Stormwater Drainage Systems

Electricity Supply

Natural Gas Supply

General Assessment

### 2.3. Social Infrastructure

Cultural, Sports, Service, Trade, Entertainment, and Recreation Facilities

Healthcare

Recreational Spaces

## Chapter 3. Socio-Economic Data

### 3.1. Population

Demography

Cluster Analysis of Demographics

Commuters and Pendulum Migration Data

### 3.2. Social Affairs

### 3.3. Crime Situation

### 3.4. Education

### 3.5. Internally Displaced Persons (IDPs)

### 3.6. Population Density

General Analysis of the Socio-Economic Situation

### 3.7. Real Estate Market, Prices, Demand, General Condition Analysis

## Chapter 4. Legal Environment

### 4. Cadastral Data

#### 4.1. Administrative-Territorial Data

#### 4.2. Protected and/or Special Area Boundaries

#### 4.3. Land Plot Data

Land Ownership and Cadasters

## Chapter 5. Data from Legal Acts

### 5.1. Existing Documentation on Spatial-Territorial Planning and Urban Development Plans, and Sectoral Projects/Programs

Overview of Urban Development - Including the Analysis of All Types of Sectoral, Spatial, Land Use, and Urban Development Plans from Recent Years

### 5.2. Sectoral Plan Requirements

### 5.3. Legal/Regulatory Act Requirements

### 5.4. Technical Regulations

5.5. Budget Structure of the Planning Unit, Central Funding, Grants, Investment Structure (General Funding Possibilities for General Plan Activities), Expenditures on Infrastructure, and Other Sources of Revenue

## Chapter 6. Stakeholder Requirements

### 6.1. Stakeholder Opinion

6.2. Opinions of State and Local Government Authorities, Prominent Ozurgetians, and Local Population

## Chapter 7. Additional Directions for the Legal Environment

### 7.1. Historical Context

Research and Analysis of the Social-Economic Development Aspects of the Planning Unit  
Historical Overview, Including Spatial Development Analysis in Historical Context

### 7.2. Analysis of the Tourist Potential of Ozurgeti

Overview of Tourism in Guria and Ozurgeti

Forecast of Visits to the Guria Region

Overview of Accommodation Facilities and the Restaurant/Café/Bar Market

Locations to Visit in Ozurgeti and Its Surroundings

Evaluation and Recommendations

Spatial Planning Restrictions and Protective Zones, Urban Hazards

## Chapter 8. General Problematic Issues to be Addressed in the Planning Assignment for the General Plan Concept

### 1. Basic Data Analysis

SWOT Analysis of Ozurgeti

Conclusions on the Multifactorial Analysis of the Urban Planning Unit - Ozurgeti

Recommendations

## **Annex 4-SWOT analysis for the City of Ozurgeti**

Source: New City Development

### **Strengths:**

- Natural-geographic conditions and natural resources
  - Warm climate and hydro resources of Western Georgia
  - Natural mineral spring in the city
  - Sulfuric mineral waters in nearby villages
  - Attractive natural and anthropogenic landscapes – Anaseuli, Ekadia
  - Bentonite clay and kaolin resources near the city of Ozurgeti
  - Three rivers within the city boundaries
- Natural and anthropogenic threats, environmental protection
  - Absence of stationary sources of environmental pollution
  - Existing solid municipal waste management system
  - Active work of the municipal cleaning service
  - Proximity to Kobuleti Protected Areas and Kolkheti National Park
  - Close proximity to the planned Guria National Park
  - Remaining endemic and relict woody plants
- Position in the resettlement system
  - Location between the main spatial axes of the country's settlement (Axis 1 and 7)
  - Distance from high-speed highways
  - Strategically connecting location to the Black Sea resort cluster
  - Simplified accessibility via railway
- Demography
  - A relatively high percentage of youth in the population of the city of Ozurgeti
- Socio-cultural situation and cultural heritage
  - Unique cultural heritage
  - Regular events at the Ozurgeti Theater and Cultural Center
  - Museums, libraries
  - Deep traditions of cultural life
  - High level of education
  - Well-maintained parks and gardens

- Tourism
  - Interesting, yet untapped, tourism potential
  - Routes developed by the National Tourism Administration: Ozurgeti-Jumati Monastery, Ozurgeti-Achi
- Engineering-technical and transport infrastructure
  - Partial rehabilitation of internal roads
  - Provision of communal infrastructure, including gas and electricity
  - Public transportation
  - Renewal of the vehicle fleet
  - Presence of a railway with low travel costs
- Housing
  - High indicator of total area per capita
  - Low rental costs
- Socio-economic situation
  - Flexible pension distribution system
  - Strength of the processing sector – 75 enterprises in Ozurgeti’s processing industry
- Agriculture and forestry, aquaculture
  - Local agricultural products from nearby villages
- Healthcare
  - Clinics, pharmacies, and other healthcare facilities in the city of Ozurgeti
  - Accessibility of emergency medical services
- Education
  - Public schools
  - Kindergartens
  - Vocational college
  - Art, music, and church schools
- Sport
  - Sports infrastructure: swimming pool, gym/fitness center, central stadium, tennis courts
- Information and communication technologies and mass media
  - Internet
  - All cellular network operators
- Public safety and criminogenic situation
  - Relatively calm criminal situation
  - Absence of gambling establishments
- Monitoring and management; local self-government and civil activism (NGO)
  - Involvement of Ozurgeti Municipality Mayor’s Office
  - Prioritization of planned activities in the local self-government budget for the study area
  - Ozurgeti Municipality Sustainable Energy and Climate Action Plan, 2023
  - Public activism, non-governmental organizations, including “House of Progress”
- Spatial-territorial and urban planning and design
  - Ongoing research for the preparation of the General Plan for Ozurgeti
  - Spatial planning training conducted at Ozurgeti Municipality from 2017 to 2019

**Weaknesses:**

- High humidity
- Lack of systematic environmental monitoring
- Environmental pollution from waste
- Absence of a waste management plan
- Lack of a municipal waste separation system

- Disorganized sewage system and wastewater discharge into rivers
- Absence of public toilets
- Abundance of stray dogs and lack of dog walking areas
- Insufficient veterinary services
- Use of harmful materials in construction, including damaged asbestos roofing waste
- Unsanitary conditions near the natural mineral spring
- Lack of a conservation plan for endemic and relict species in parks
- Dominance of invasive species in abandoned yards
- Landslides and eroded slopes
- Lack of adapted recreational zones for people with disabilities
- Deviation from the main settlement axes of the country
- Sharp population decline
- Youth migration
- Change in the age structure of the population – aging population
- Damage to cultural heritage monuments during Soviet-era constructions
- Lack of necessary infrastructure and disorganized recreational spaces
- Shortage of entertainment venues for youth
- Cultural heritage sites have not been granted monument status
- Lack of local tourist agencies and information centers
- Insufficiently developed tourist routes
- Lack of tourist and wellness infrastructure
- Low standards of hotels and guesthouses
- Insufficient qualification of service personnel and shortage of staff
- Central water supply technical deficiencies
- Serious shortcomings in the sewerage system
- Malfunctioning drainage system
- Inadequate environmental adaptation for people with disabilities
- Insufficient frequency of public transportation
- Lagging railway standards
- Deteriorated condition of the municipality's aerodrome
- Poor technical condition of buildings
- Low energy efficiency, leading to high heating and cooling costs
- Lack of social housing
- Absence of shelters for the homeless
- Low economic level
- Unemployment
- High cost of living
- Low wages
- Large population living below the absolute poverty line
- Lack of medical equipment and accessible services
- Violation of accessibility standards for schools and kindergartens
- Insufficient quantity of sports infrastructure and clubs
- Increase in legal violations

### **Opportunities:**

- Use of landscape elements
- Planning and implementation of measures to mitigate natural hazards
- Rehabilitation of the sewage system
- Introduction of modern waste management systems
- Establishment of a sanitary protection zone to safeguard natural mineral water
- Development of a conservation plan for endemic and relict species
- Reforestation of landslide-prone and eroded slopes
- Launch of small aviation at the former military airfield of the Mayor's Office



- Development of the Ozurgeti agglomeration and its connection to the Ureki-Shekviteli resort-recreational zone
- Implementation of programs to support youth and young families
- Identification, restoration, preservation, and granting of status to cultural heritage sites
- Development of youth spaces and facilities
- Development of tourist connections between Ozurgeti-Shekviteli and Ozurgeti-Gomismta
- Creation and marking of diverse tourist routes
- Development of modern electric transportation services
- Improvement of water supply and sewerage systems
- Rehabilitation projects for street facades
- Development of small and medium-sized enterprises
- Development of organic agriculture
- Updating medical equipment
- Establishment of additional schools and kindergartens
- Complete coverage of public spaces with wireless internet (Wi-Fi)
- Development of indicators for monitoring local development

#### **Threats:**

- Depletion of resources due to anthropogenic interventions
- Rising air temperatures due to global climate change
- Global warming
- Degradation of the natural environment
- Flash floods and other natural hazards
- Depopulation of the city
- External migration
- Decline in the level of cultural life
- Low environmental awareness
- Economic crisis
- External labor migration
- Crop destruction due to climate change
- Spread of diseases and increase in mortality
- Decline in the level of education
- Increased youth unemployment
- Rise in deviant behavior (delinquency)
- Failures in engineering and technical infrastructure
- Increase in social tension
- Housing shortage
- Unemployment and economic hardship leading to crime