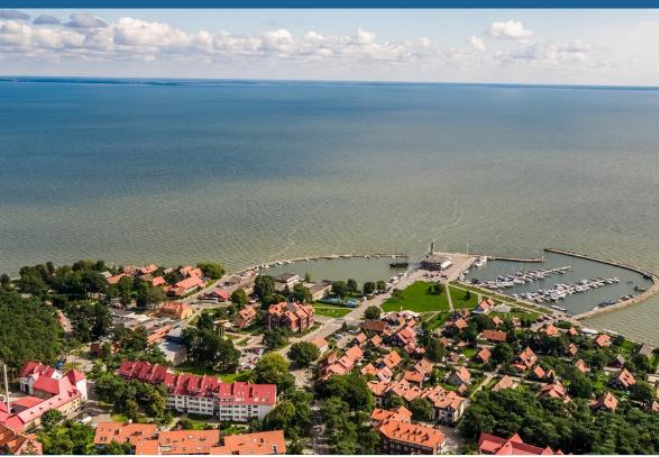




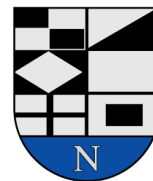
NERINGA MUNICIPALITY STRATEGIC DEVELOPMENT PLAN FOR 2021–2030

SUMMARY



Neringa, 2021





Dear residents of Neringa and the guests of the resort,

Neringa is a unique area of travelling, breathtaking, and the area of the highest dunes in Northern Europe. The edge is rinsed with water on three sides. For many years, Neringa has been famous as a green region, that implements the principles of sustainable development, and has deserved international recognition, and is appreciated by foreign media.



We have repeatedly been assessed as a municipality with the best quality of life in Lithuania. Municipality that is the safest. The beaches of Nida and Juodkrantė have been awarded the Blue Flag, and the Curonian Spit, in the territory of which Neringa is located, is included in the UNESCO World Heritage List, together with the unique natural and cultural heritage.

In 2021 Neringa received the title of the Lithuanian Capital of Culture. This awarding title will help Neringa to reveal the region's identity, encourage increased investment in culture, open new opportunities in the field of international relations, and create conditions for the development of developing cultural policy, creative innovation and cultural tourism.

Therefore, in order to seek prosperity for Neringa, and ensuring the continuity of the started work, and maintaining the earned recognition, we must focus today on the sustainable development of coastal and water tourism in order to mitigate the seasonality, creating an attractive environment not only for the region's guests but also for the residents of the municipality.

Therefore, a target set – Neringa in 2030 will be a thriving municipality with a socially responsible community with a clear identity, safe and attractive cultural, natural environment and the culture of an exclusive resort.

These priorities are also reflected in the Strategic Development Plan of Neringa municipality until 2030. The following document is the result of cooperation between developers, Neringa Municipal Council, administration, municipal institutions, companies and resort business representatives and the community.

I believe that due to successful planning, further responsible and diligent work and the measures provided for in this document, Neringa and its residents will be proud of a business-friendly environment, investments attracted to the region and of numerous tourists flows not only during the summer season.

The approaching decade of the region is in the hands of all of us, it is only up to those who live, create and work here, and in what achievements this region will be characterized in the future.

Let Neringa be famous in the world not only for its clean sandy beaches and unique cultural landscape, but also for its community – tolerant to citizens of all over the world, able to harmoniously combine the natural and cultural features of the Curonian Spit with the needs of those living and resting here.

Mayor of Neringa municipality

Darius Jasaitis





INTRODUCTION

Neringa Municipality Strategic Development Plan until 2030 (hereinafter – SDP) has been prepared taking into account the main principles of the strategic planning documents (coherence and integrity, efficiency and focus on the results, efficiency and long-term financial sustainability, evidence-based management, cooperation, openness and inclusion, gender equality). In the preparation of Neringa Strategic Development Plan until 2030, the methods of comparative, descriptive and relative indicators, logical causes and consequences analysis and expert evaluation were applied.








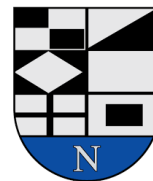
Consistency and integrity	Efficiency and results orientation	Efficiency and long - term financial sustainability	Evidence-based management	Cooperation
<p>SDP formulates logically related goals, objectives and planned results. SDPs enable long-term and sustainable progress to be made in ensuring efficient use of finance.</p> 	<p>The adoption, planning and implementation of the SPP focus on setting strategic goals, progress and follow-up targets. Ensuring their implementation in a timely manner and selecting the most appropriate methods, and abandoning value-creating activities or functions.</p> 	<p>The goals and results set in the SDP are achieved at the lowest cost, through the rational allocation of resources and the constant search for operational efficiency reserves and new ways to improve operations.</p> 	<p>Decision-making is based on monitoring of the results achieved and a preliminary assessment of the financial, administrative, social and other impacts of the decisions.</p> 	<p>SDP is developed and implemented through cooperation, rational use of available resources.</p> 
<p>Gender equality</p> 	<p>The SDP shall take into account gender mainstreaming in the planning, implementation, monitoring and evaluation phases in order to prevent the creation of barriers or constraints on opportunities that may have undesirable consequences for women or men.</p>		<p>Openness and inclusion</p> 	<p>The SDP is developed with the involvement of all stakeholders, as well as in consultation with the public, social and economic partners. Information on the progress made and the funds used is clear, comprehensible and publicly available.</p>

Fig 1. Principles of preparation of strategic planning documents

Source: compiled by the authors in accordance with the recommendations of Strategic Planning in Municipalities

The part of the analysis of the strategic planning documents relevant to Neringa municipality examines the main national, regional and local strategic planning documents, according to which the strategic development plan of Neringa municipality until 2030 was prepared. The analysis of the internal and external environment includes the analysis of the economic and social condition of the municipality and the conclusions that justify the choice of the priorities, goals and objectives of the strategic development plan of Neringa municipality until 2030. The aim of the analysis is to comprehensively assess the internal and external factors that are important for the development of Neringa municipality: to provide general information about Neringa municipality, to analyze the demographic environment (demographic situation, employment and labor market), economic environment (economy and business, building and housing); tourism, natural and cultural heritage), social environment analysis (education, health, social protection, culture and the arts, sport, NGOs, community and youth policy, public security), environmental analysis, infrastructure analysis (transport and communication, engineering and energy infrastructure, technological environment). For the analysis of the internal and external environment, a five-year analysis period was chosen, examining the most up-to-date data available from external statistical sources. The analysis was performed by comparing the data of the country and Birštonas, Rietavas, Pagėgiai municipalities and Palanga city. In the field of tourism, the analysis was performed by comparing the data of the country and Birštonas, Druskininkai municipalities and Palanga city. Political, economic, social, technological (hereinafter – PEST) and strengths, weaknesses, opportunities, threats (hereinafter – SWOT) analysis methods were applied to formulate the conclusions of



the internal and external environment analysis. Thus, the strategic development plan of Neringa municipality for 2021-2030 consists of the following structural parts:

- Analysis of the current situation (environment and resources);
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis;
- Analysis of political, economic, social, technological environment;
- Vision and the development of the priorities;
- Plan of the measures;
- Implementation of the monitoring system.

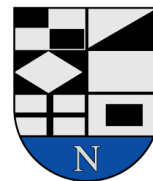


Fig. 2. Neringa SDP preparation process

Source: Compiled by the authors

In the preparation of Neringa Municipality Strategic Development Plan until 2030, the currently valid relevant documents were taken into account: the Law on Regional Development of the Republic of Lithuania (from now on referred to as the Law on Regional Development of Lithuania), Neringa Municipality Tourism Marketing and Communication Strategy 2016- 2022, Klaipėda region tourism marketing 2016-2022 strategy, Neringa municipality sustainable mobility strategic plan, Neringa municipality cultural policy change guidelines 2020-2030, etc.

During the final stage of the preparation of the strategic development plan of Neringa municipality for 2021-2030, the separate parts of the strategic development plan were presented to the strategic planning working group and council members of Neringa municipality. At this stage, the draft of the strategic development plan of Neringa municipality for 2021-2030 and related documents were placed on the website of Neringa municipality – the public could get acquainted with the strategic development plan of Neringa municipality for 2021-2030.



VISION AND PRIORITIES OF NERINGA MUNICIPALITY


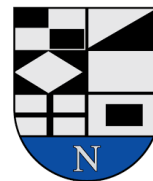


Fig. 3. Neringa's vision "Neringa 2030"

Source: Compiled by the authors

Following the implementation of the vision – Neringa in 2030 is a thriving municipality with a socially responsible community with a clear identity, safe and attractive cultural, natural environment and distinctive resort culture.


The nature and the settlements are in harmony with each other, the concept of sustainable seaside and water tourism, fostered inclusive and unique environment and cultural heritage, and the UNESCO status of the territory. Taking into account: “the uniqueness of the Neringa region”, “to form the uniqueness of the vision and the connections with the basic principles of the place”, therefore the vision until 2030, priorities and tasks are designed to clarify the current problems, ensure and support sustainable development in all areas.



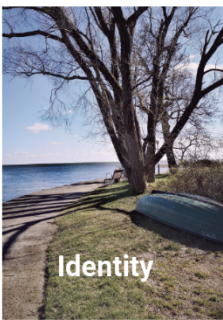
Unique resort

Neringa is a unique area of traveling, breathtaking, the highest sand dunes in northern Europe. It is a resort that is washed on both sides by water, where guests are inspired and identified with the resort's ecological environment, clean and clear sea water, white sand beaches (beaches are Blue Flag certified) and fresh air. The Curonian Spit, of which Neringa is a part, is included in the UNESCO World Heritage List. This is the only city where you can meet spotted spinning horses and weather vanes - the main illustration of Neringa residents' activities, that is fishing. The uniqueness of the resort is reflected not only in the vision, but also in the connection with the resort's motto: "Neringa: a legend that inspires". Neringa legend, landscapes and unique traditions inspire painters, photographers and writers. For many years, Neringa has been known as a green resort that implements the principles of sustainable development, with not only natural resources - clean, healthy air, clean beaches and bathing water in the Baltic Sea that meets the highest quality standards, but also actively promotes ecological living, sustainable mobility, promoting alternative water transport and cycling. A friendly environment for the sports, active leisure and families is created. Therefore, Neringa is a very favorable space for the rapidly gaining popularity of vocation and for the popularization of the slow movement of the city (Cittaslow).

The uniqueness and exclusion of Neringa creates the conditions and opportunities to strengthen recreational activities, first of all - health and water tourism. The region is unique and rich not only of natural resources, but also of a unique historical and cultural heritage that can be used to strengthen tourism activities. As a tourist attraction, Neringa combines the provision of the highest quality health and wellness services based on unique natural healing factors with the preservation of the Curonian Spit landscape, culture and natural heritage, which is based on the principles of the sustainable development. The mentioned uniqueness of the tourism is attractive to the local and foreign tourists, who has a desire to identify themselves with the environment of Neringa and inhale peace, and healthy, fresh air in a unique landscape.



Inspiring tourism




Identity

The historical circumstances that led to the formation of an identity unique to Neringa are an exceptional factor in the attractiveness of this region for the local and inbound tourism. In the 19th century the Curonian Spit became famous as a colony of Central and Eastern European artists. Currently, the Nida Art Colony operates in Neringa. Also, the prominent personality of M. L. Rėza has become an integral part of the region's identity, associated with ethnocultural events and landscape protection. The cultural landscape of the region is created by the constant conflict between nature and human was not resisted by the German writer Th. Mann, and for the preservation of his legacy is established and operates Th. Mann Cultural Center and Museum, where international art festivals are held every year. The attention of this artist's creative legacy means acknowledging the importance of European traditions in Lithuania, as well as taking responsibility for Europe cultural heritage. A defensive complex of Alksnynė, Evangelical Lutheran churches, ethnographic cemetery, legacy of artists' colony, lighthouses, marinas, piers, ports. These are just some of the symbols that define Neringa's identity.

Neringa is a resort washed by the Curonian Lagoon and the Baltic Sea, whose old inhabitants named the Curonians were fishermen. The fisheries sector has the direct importance to the origins and identity of the resort. The identity of the region is based on the legend of Neringa, which combines traditions, sense with a place and identity. In 2021 Neringa has been awarded by the title of Lithuanian Capital of Culture, which will help to reveal the peculiarities of the resort's cultural and natural identity, encourage greater investment in culture, open new opportunities in the field of international relations, create conditions for cultural policy, creative innovation and cultural tourism. The multifaceted history and cultural context of Neringa, the harmonious coexistence of natural and heritage values, and its separation from the mainland determine its uniqueness and distinctiveness.

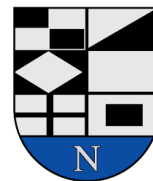
Neringa is a small and complex municipality, influenced by all parts of the vision: the resort, tourism and identity. Therefore, the community of Neringa, as a municipality with authentic resort status, feels a great responsibility and commitment both towards the society and within the municipality. The close connection of the community means that the implementation of the vision is envisaged in all areas that are important not only for the tourist, the resort, but also for the local population. Community traditions, originality, local business orientation towards the preservation of cultural heritage, sustainable and harmonious environment - are important foundations for local people to preserve the environment in which they live. Related to this are community initiatives for infrastructure, non-formal education, business support - a unique, cohesive community, true to customs and traditions, that seeks to integrate innovation into its environment without compromising and ensuring the principles of sustainability.



An inspiring community

Fig. 4. Justification of the uniqueness of the vision and connections with the place

Source: Compiled by the authors



The execution of the vision “Neringa 2030” will be achieved through the implementation of three priorities and specific operational objectives. This corresponds to the integrated approach that forms Neringa's development policy in social, economic, as well as spatial and functional aspects. Meanwhile, the goals accurately reflect the concepts of the sustainable development and the smart municipality and take into account the main national and regional assumptions of the policy.

After assessed the strategic status of Neringa municipality and the opportunities of the development and trends in individual areas, the impact of national, regional and municipal level strategic planning documents on the development and future trends of Neringa municipality, there were formed 3 (three) Neringa's municipality development priorities (long-term strategic directions) in working groups with stakeholders (actively involving community representatives), and 3 (three) horizontal priorities.

The **horizontal priorities** are implemented by the sustainable development, the innovation and creative aspects of the industry, therefore the are included to the priorities in the strategic development plan. The development of the objectives of the priorities, implementing tasks and measures, it will be evaluated how they will contribute for the realization for the horizontal priorities. Also, all the priorities are interlinked with the uniqueness of the vision and with distinguished main aspects, that are important not only for the promotion of the economy and tourism that are with a special emphasis on the community and its importance. Whereas the internal priority of Neringa municipality is the community and its inhabitants – to whom is good to live here, therefore the directions of the development and priorities will be implementing in particularly by assessing the impact on the local population and the local environment itself.

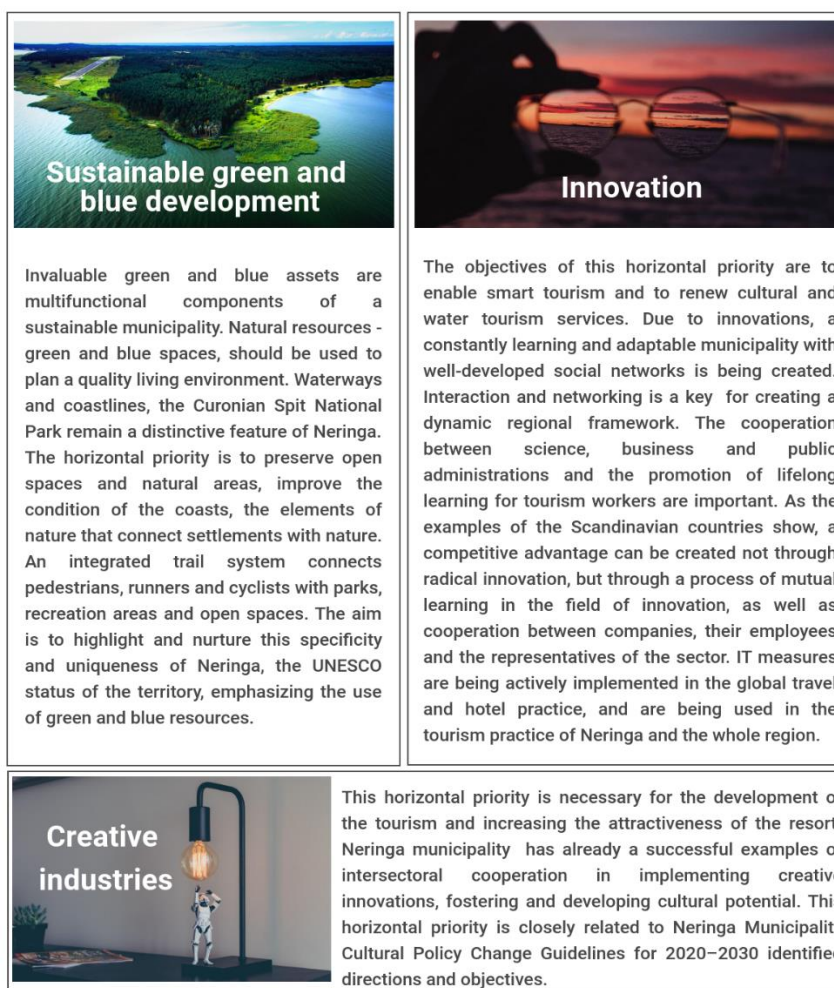
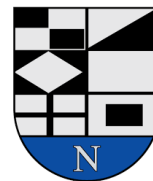


Fig. 5. Horizontal priorities

Source: Compiled by the authors



By the implementing the priorities of the Strategic Development Plan of Neringa Municipality for 2021–2030, an advanced economy and active local development will be pursued, an active, creative, healthy and socially responsible community will be developed, and a green sustainable infrastructure municipality will be created. Each formulated priority is described in detail in the strategic development and development task and objectives and measures.

1ST PRIORITY. GROWTH OF THE SUSTAINABLE SEASIDE AND WATER TOURISM, AND COMPETITIVENESS

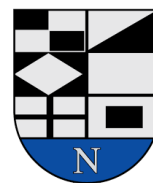
An analysis of the internal and external environment, a matrix of the strengths, weaknesses, opportunities, threats (SWOT), PEST analysis, active discussions in working groups were performed – with the help of these methods the main problems and opportunities to be resolved in Neringa municipality were identified. Given that the 1st Priority covers the growth of sustainable coastal and water tourism and competitiveness, problems have been identified in the following areas:

Significant seasonability of the tourism sector due to high seasonality of tourist flows and services (uneven tourist flows), inconsistent communication, increasing resort competition, untapped potential of health, water, active sports and conference tourism, rapidly declining competitiveness of traditional fishing business in the Curonian Lagoon, the level of use of digital technologies for tourism. Also, due to the geographical exclusion and limited accessibility, tourists choose closer resorts, and the geographical exclusion of local residents limits the availability of the services. The country is facing a qualitative and quantitative decline in recreational resources, which is caused by rapid climate change and the incompatibility of legislation in the implementation of landscape management and infrastructure projects. Such incompatibility has a negative impact on the sustainable and consistent development of the resort, as the laws and regulations created for the whole of Lithuania are hardly implemented in the unique, exclusive and fragile territory of the Curonian Spit.

It is also **unattractive investment environment**, which is associated with high real estate prices, and limited opportunities for real estate development lead to a particularly small and uneven change in supply. There are the legal and restrictions on development, lack of inter-institutional cooperation, seasonality, high heating cost. The restrictions on heritage sites reduce investor attraction. The resort is attractive during the summer season, therefore the local businesses and potential investors are reluctant to invest in the developments of the infrastructure due to these seasonal fluctuations, and the COVID-19 pandemic has reduced private investment as well as tourist flows. The seasonality fluctuations also have a significant impact on relatively high service prices, so the resort is becoming less and less accessible to more socially vulnerable groups of the Lithuanian population: people on lower incomes, large families, seniors, etc.

It is also important to emphasize that a survey in 2020 of the opinion of the population revealed that the attractiveness of Neringa municipality is assessed by the population only as average. According to them, Neringa can be proud of its unique landscape, attractive environment and comfort to live with a family. However, the attractiveness of Neringa is reduced by high real estate prices, significant seasonality, limited services and a small supply of works.

Tackling these issues can be addressed through the identified **strengths and opportunities**. Sustainable coastal and water tourism directions could become a significant value-added part of the service economy of Neringa resort and the whole Klaipėda region, based on natural coastal and water resources, economically based innovative and high-quality cultural, health, niche sector, nature, urban and business



tourism services. More efficient use of the available resources and the strengthening of the networking platforms would increase the competitiveness of the European coastal and water tourism market. The local businesses have a major influence on stimulating the economy and creating added value in order to reduce seasonality. It is worth noting the strengths of the maritime region and the strengthening of identity through fishing traditions. On the long term, it is important to look for the ways to accelerate economic growth by supporting the local business of the municipality, and to foster the sustainable use of the resources and to create the conditions for the increasing diversity of the tourism services. In this way, it is necessary to create a favorable environment for attracting innovative business.

In order to reduce the impact of these problems and to implement of the 1st Priority, 3 objectives have been formulated, 9 tasks have been set for their implementation and a plan of measures has been prepared.

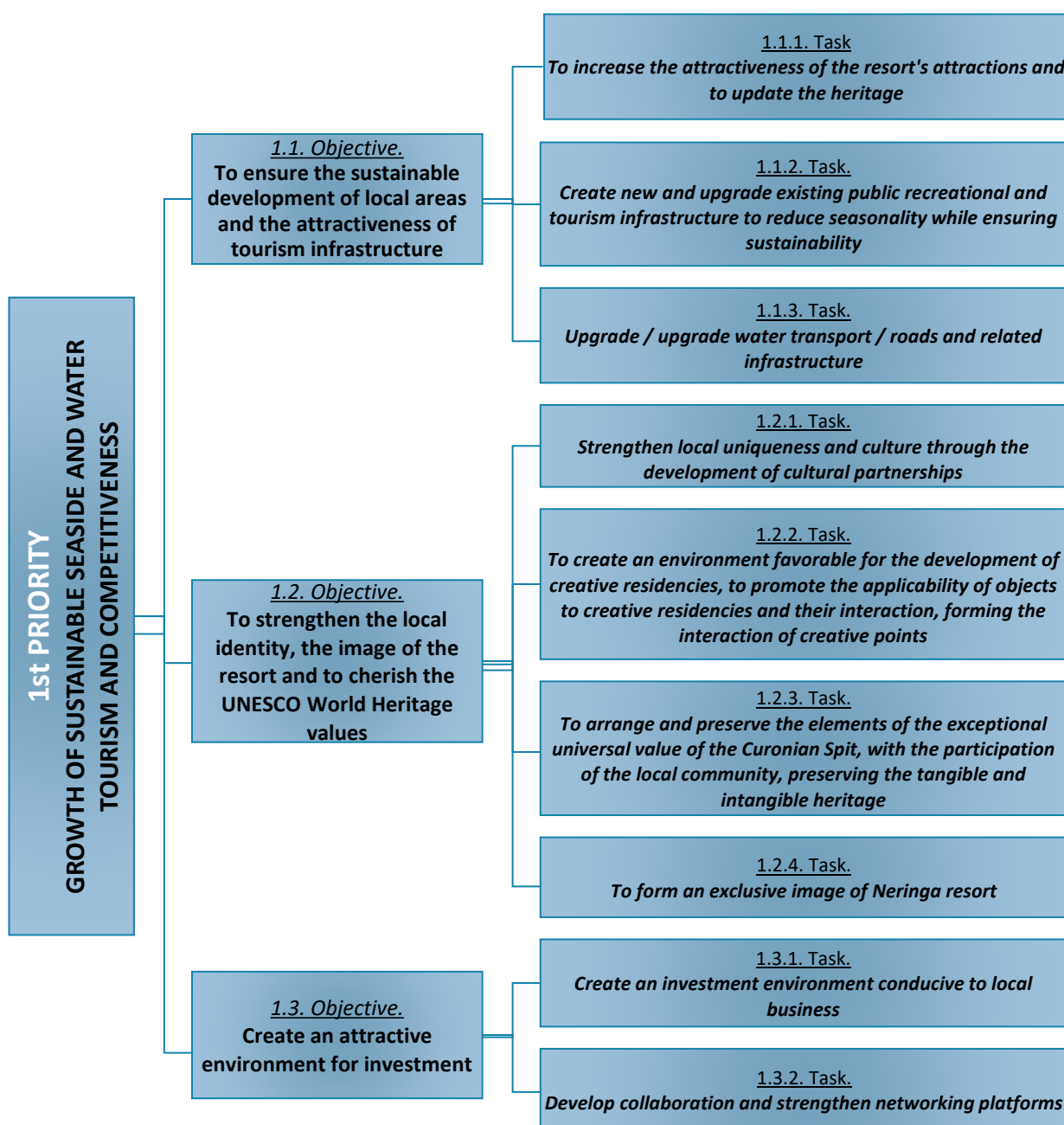


Fig. 6. 1st Priority's objectives and tasks

Source: Compiled by the authors

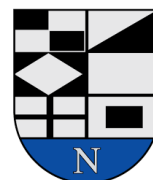


1. Table. 1st Priority. Sustainable Coastal and Water Tourism and Competitiveness Growth Action Plan.

No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
1st PRIORITY. GROWTH OF SUSTAINABLE SEASIDE AND WATER TOURISM AND COMPETITIVENESS				
1.1. Objective. To ensure the sustainable development of local areas and the attractiveness of tourism infrastructure				
1.1.1. Task. To increase the attractiveness of the resort's attractions and to update the heritage				
1.1.1.1.	Arrangement and maintenance of heritage objects	Number of objects, 8 pcs. Objects where maintenance has been performed / is being performed, 17 pcs.	2021-2030	NMA ¹ , cultural institutions
1.1.1.2.	Updating of heritage objects	Number of updated objects, 8 pcs. Number of visitors to attractions, 100,000 persons.	2021-2030	NMA, cultural institutions
1.1.1.3.	Creation of an integrated, interoperable system of cultural urban complexes	Developed system, 1 pc.	2021-2025	NMA
1.1.2. Task. Develop new and upgrade existing public recreational and tourism infrastructure to reduce seasonality while ensuring sustainability				
1.1.2.1.	Arrangement of existing public spaces and facilities, and ensuring uninterrupted maintenance	Number of arranged spaces and (or) objects, 7 pcs. number of spaces and / or objects where maintenance was performed, 15 pcs.	2021-2030	NMA, Budgetary institution "Services for Neringa"
1.1.2.2.	Renovation, arrangement and installation of bicycle paths	Length of bicycle paths, 17 km.	2021-2030	NMA
1.1.2.3.	Renovation, arrangement and installation of footpaths	Length of footpaths, 12 km.	2021-2030	NMA
1.1.2.4.	Installation of a marine therapy center	Equipped sea therapy center, 1 pc. Increase in the number of overnight stays, out of season, 15 percent. ²	2023-2030	NMA
1.1.2.5.	Installation of multifunctional cultural objects	Installation of cultural objects – 2 pcs. (summer stage conversion and Curonian Household Museum) The number of visitors to the permanent historical exposition is 10 thousand per year The number of visitors to the changing contemporary art expositions is 10 thousand per year The increase in the number of visitors during the off-season is 15%.	2021-2030	NMA, Cultural institutions
1.1.3. Task. Upgrade / upgrade water transport / roads and related infrastructure				
1.1.3.1.	Renovation of quay infrastructure	Number of objects, 3 pcs.	2021-2030	NMA
1.1.3.2.	Establishment and development of port and marina infrastructure	Number of objects, 6 pcs. Number of marked and dredged inland waterways, 6 units.	2021-2030	NMA
1.1.3.3.	Adaptation of infrastructure suitable for sailing and other water sports activities	Number of objects, 2 pcs.	2021-2030	NMA

¹ Neringos savivaldybės administracija.

² Kiekvienais metais.



No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
1.1.3.4.	Development of waterborne transport links and related activities based on cooperation to ensure the principles of sustainability	Number of water connections, 4 pcs.	2021-2030	NMA
1.2. Objective. To strengthen the local identity, the image of the resort and to cherish the UNESCO World Heritage values				
<i>1.2.1. Task. Strengthen local uniqueness and culture through the development of cultural partnerships</i>				
1.2.1.1.	Initiation and implementation of international, national and regional partnerships promoting local uniqueness and culture	Number of partners participating in partnerships – 50 units. Creation of EU certified cultural roads - 3 pcs. Participation in national level cultural roads or their creation – 3 pcs. Development of local level cultural routes 5 pcs.	2021-2030	NMA, cultural institutions
1.2.1.2.	Organization of unique cultural projects that strengthen cultural identity at the national and international level	Number of funded projects, 100 pcs. The level of visitor satisfaction with cultural events is at least 80%.	2021-2030	NMA, cultural institutions
1.2.1.3.	Establishment of a coordination system for the dissemination of the resort's culture and image and promotion of the integration of events into targeted event cycles	Prepared and implemented strategy with action plan – 1 pc. Number of implemented campaigns – 30 pcs.	2021-2030	NMA, cultural institutions
<i>1.2.2. Task. To create an environment favorable for the development of creative residencies, to promote the applicability of objects to creative residencies and their interaction by forming the interaction of creative points</i>				
1.2.2.1.	Creation and development of an ecosystem of creative residencies	Created program – 1 pc.	2021-2030	NMA, cultural institutions
1.2.2.2.	Creation and operation of the infrastructure of creative residencies	Number of objects – 2 pcs. Number of residents – 500 people.	2021-2030	NMA, cultural institutions
<i>1.2.3. Task. To arrange and preserve the elements of the exceptional universal value of the Curonian Spit, with the participation of the local community, preserving the tangible and intangible heritage</i>				
1.2.3.1.	Infrastructure and territory arrangement (renewal)	Number of objects, 7 pcs. The number of visitors to the attractions is 200,000. Development of the cooperation program between the municipality and the Curonian Spit National Park Directorate – 1 unit.	2021-2030	NMA
1.2.3.2.	Preservation of ethnic culture and historical heritage and traditions and development of cultural education services	Number of created educational programs – 10 pcs. Number of attracted educators – 50 people. Number of events – 50 pcs.	2021-2030	NMA, cultural institutions
1.2.3.3.	Capacity building of municipal employees and community representatives in the field of management of the UNESCO World Heritage Site Curonian Spit	Number of trained participants – 150 people. Number of trainings – 20 pcs.	2021-2030	NMA, cultural institutions

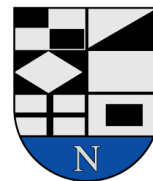


No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
1.2.4. Task. To form an exclusive image of Neringa resort				
1.2.4.1.	Presentation of Neringa resort at international, regional and national tourism events and exhibitions	The number of tourism exhibitions and events where the Neringa resort was presented – 60 units. Number of business missions – 60 pcs. Number of B2B participants – 250 people.	2021-2030	NIDA CTIC “AGILA” ³ , NMA
1.2.4.2.	Development and implementation of effective marketing tools aimed at highlighting the uniqueness of Neringa resort	Tourism communication and marketing strategy prepared – 1 pc. The number of social media followers of NIDA CTIC “AGILA” Agila is 100,000.	2022-2030	NIDA CTIC “AGILA”, NMA
1.2.4.3.	Organization of efficient tourism information center activities	The level of satisfaction of TIC visitors with the provided services is 80%. Updated website – 1 pc. Increase in the number of website visitors – 5 percent ⁴ . Organization of journalists visits, production of articles and other dissemination products and implementation of measures – 95 pcs. Reached target audience – 2,000,000 units. ⁵	2021-2030	NIDA CTIC “AGILA”, NMA
1.2.4.4.	Development and implementation of tourism information visual information infrastructure	A unified tourism information labeling system in settlements has been created – 1 unit. Updated the infrastructure of tourism information signs in 4 settlements.	2026-2030	NMA
1.3. Objective. Create an attractive environment for investment				
1.3.1. Task. Create an investment environment conducive to local business				
1.3.1.1.	Development and implementation of an effective small and medium-sized local business support system	Number of implemented measures – 1 unit. System development – 1 pc. Preparation / renewal of the procedure – 1 pc. SME program update – 1 pc. Business units that have used the SME program – 50 units. Execution of investment dissemination – target group reached – 100 business entities	2021-2030	NMA
1.3.1.2.	Development and implementation of a service quality assessment system for service sector institutions	Development of quality system – 1 pc. Number of business entities participating in the evaluation system – 50 units. Number of training participants who have acquired / improved competencies – 500 people.	2021-2030	NIDA CTIC “AGILA”, NMA

³ Nida culture and tourism information centre „Agila“

⁴ Every year

⁵ Every year.



No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
1.3.2. Task. Develop collaboration and strengthen networking platforms				
1.3.2.1.	Implementation of projects based on partnership between municipalities, science and business entities	Number of projects, 3 pcs.	2021-2030	NMA
1.3.2.2.	Initiation and participation in cooperation projects and ensuring the assumed commitments	Number of projects / initiatives – 7 pcs. Ensuring membership in organizations – 100 percent.	2021-2030	NMA, cultural and educational institutions



2ND PRIORITY. CREATING AN ATTRACTIVE ENVIRONMENT FOR LIFE AND RECREATION

Given that 2nd Priority includes the creation of an attractive environment for living and recreation, problems have been **identified in the following areas**:

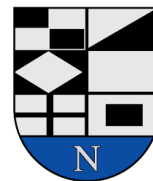
Unattractive public infrastructure. It was found that the potential of the culture is underused, its quality and accessibility is not ensured, and there is a lack of the cultural innovations that would be attractive not only for the local population but also for the guests. There are insufficiently developed sports, physical activity and recreation services and their infrastructure that the locals and guests.

Also, the **constant decline of the population** and the **lack of an attractive and inclusive society**. The municipality lack of young people, and of opportunities for the leisure activities, and the quality of public services that suffer due to the lack of specialists. The ageing of the population and the changes in population size affect the economic and social development of Neringa municipality. In the municipality are inactive NGOs and a lack of cooperation between NGOs and the public sector. The size of the community in Neringa municipality also has a negative impact – it is a small community into which new residents hardly integrate into. There is a lack of the conditions for the self-realization and employment of the population. Although life expectancy in Neringa municipality is higher than the national average, declining trends are recorded – therefore it is important to seek for the measures to solve this problem. The population survey analysis revealed that employment opportunities would most reduce the migration opportunities in Neringa. What is more, cultural and social changes are also very important significance for the residents' decision to stay in Neringa.

Although the history and the cultural context of Neringa, harmonious coexistence of natural and heritage values, the exclusion of the mainland determine its originality and distinctiveness. However, at the same time the resort meets the challenges because of brain and labour drain, short tourist season, accessibility, non-abundant for the representatives of the professional culture, complicated relationship between the development of the resort and the natural-cultural heritage, and the local community is in search of an authentic, responsible, and organic connection to the spit environment. A survey of the population found that there is a great need for the events because many residents participate in the cultural events in Neringa, though they spend less and less money on it. Therefore, to maintain this number, there is a need for the organization of free events. Despite the large number of residents who participate in cultural events, they have indicated a lack of more exciting and attractive events and more information about upcoming events.

Neringa municipality is favourable for the implementation of these problems and the realization of sustainable and effective solutions with its **strengths and opportunities**.

The compactness of the municipality creates the conditions for the exchange of the information and ideas, encourages innovation and contributes to the municipality's viability. In order to solve the above-mentioned problems in Neringa municipality, it is important to ensure the quality of the public services by implementing innovations and promoting the attraction of human resources. To support and initiate activities that foster the main features of the Neringa community, cultural heritage and traditions. To foster the health and wellness of the community through education and awareness, prevention, creating conditions for an active lifestyle. To create an environment that would create the conditions for youth activities and the involvement in the activities of the community and an active lifestyle. Neringa municipality should develop a compact model of the development – to promote sustainable mobility, ecological (alternative) transport, to create the conditions for travel by public transport, pedestrian and bicycle networks. To develop an integrated, smart, green and resistant system of the infrastructure that would help reduce the impact on the



environment and make a positive contribution to climate change. It should be noted that the municipality should promote the efficient use of the municipal spaces through the innovative means, should reconcile the development at different levels and design a quality living environment and the area of the resort with quality and accessible public services. The survey of the population found that increasing the opportunities for the active recreation and the possibilities of sports in Neringa municipality could lead to a larger proportion of the population actively engaged in sports. The results of the survey revealed that the population lacks sports venues, better quality and cleaner pavement of the sports grounds, better infrastructure, and arranged accesses. An acute problem was also highlighted – short adaptation of the sports grounds for people with physical disabilities. It is noted that the population also lacks a wider choice of active leisure or sports facilities. It should be noted that low physical activity contributes to the deterioration of the health.

To reduce the impact of the problems mentioned above and to implement the 2nd Priority, objectives (3) have been formed, 8 tasks have been set for their implementation, and a plan of measures has been prepared.

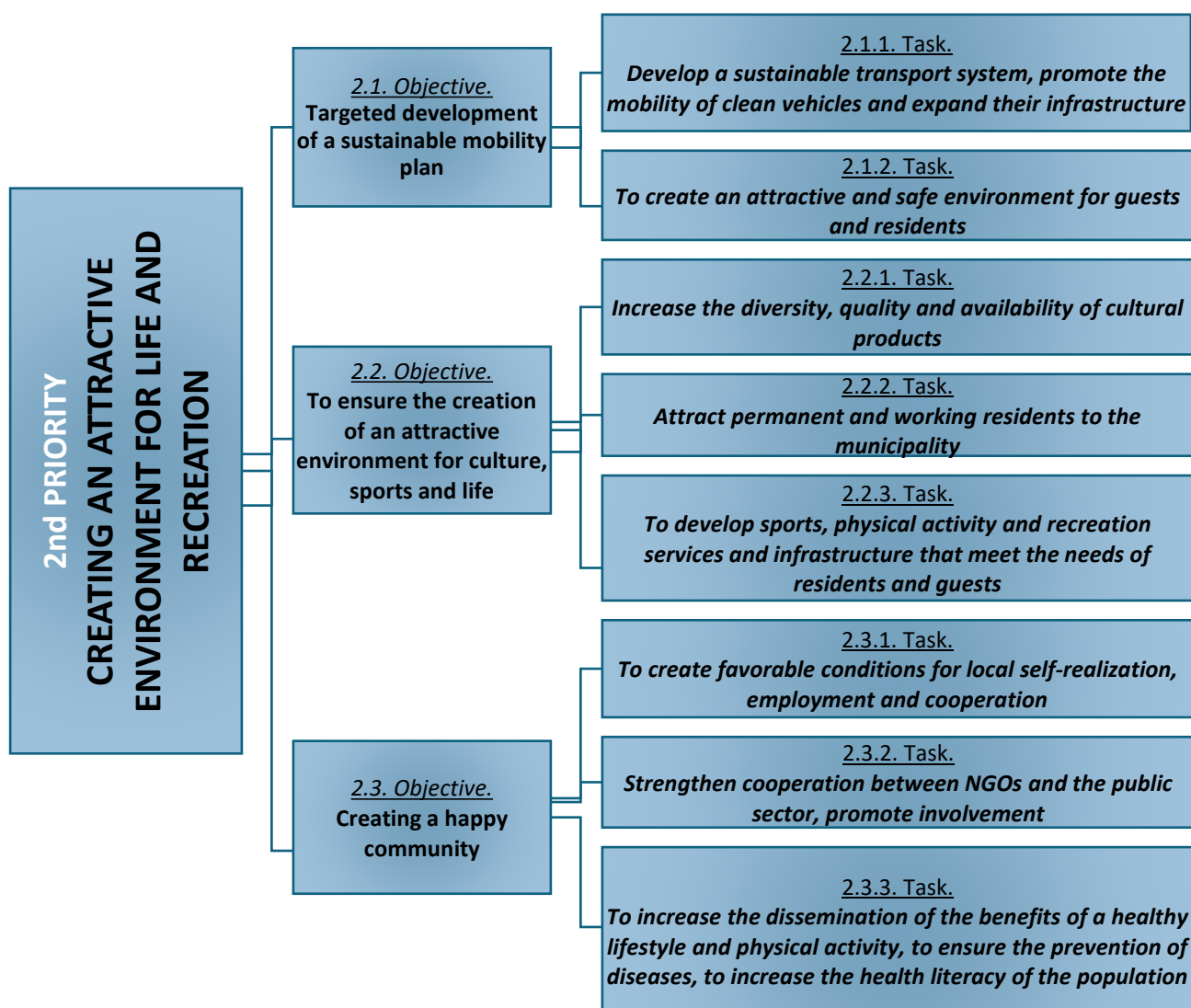


Fig. 7. 2nd Priority's goals and objectives

Source: Compiled by the authors



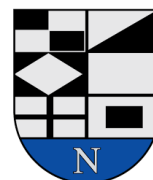
Table 2. 2nd Priority. A plan of measures for an attractive environment for living and relaxing.

No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
2nd PRIORITY. CREATING AN ATTRACTIVE ENVIRONMENT FOR LIFE AND RECREATION				
2.1. Objective. Targeted development of a sustainable mobility plan				
2.1.1. Task. Develop a sustainable transport system, promote the mobility of clean vehicles and expand their infrastructure				
2.1.1.1.	Implementation of engineering traffic safety measures necessary for the improvement of traffic safety	Marking of asphalt pavements and their renewal – 41.5 km annually The number of installed traffic safety measures is 10 in total.	2021-2030	NMA
2.1.1.2.	Implementing sustainable mobility measures	Complex measures of sustainable mobility implemented in settlements – 4 units. Infrastructure adapted to FPWSN ⁶ – 7200 m ²	2021-2025	NMA
2.1.1.3.	Development of green transport service and installation of the necessary infrastructure	A number of installed electric car charging stations – 30 pcs.	2021-2027	NMA
2.1.1.4.	Creating an efficient parking infrastructure	Development of car system and infrastructure – 1 unit.	2021-2027	NMA
2.1.1.5.	Renovation of traffic surfaces	Renovation of transport surfaces – 20 km.	2021-2030	NMA
2.1.1.6.	Modernization of the municipal transport system	A plan for the transition of the interconnection system to zero CO ₂ emissions has been prepared – 1 unit. Renewed and modernized communication infrastructure – 1 unit. Increase in the number of public transport users – 5 percent. ⁷	2021-2030	NMA, Public institution Nida Air Park
2.1.1.7.	Organization of efficient operation of Nida aerodrome	Guidelines for Nida aerodrome's operation with a plan of measures until 2030 have been prepared – 1 pc. Number of aerodrome infrastructure users – 7000 persons (until 2030)	2021-2030	NMA, Public institution Nida Air Park
2.1.2. Task. To create an attractive and safe environment for guests and residents				
2.1.2.1.	Implementation and communication of effective noise management measures	A number of measures – 10 pcs.	2021-2030	NSA
2.1.2.2.	Implementation and communication of safe and healthy environmental measures	A number of measures – 10 pcs.	2021-2030	NSA
2.1.2.3.	Management, renovation and maintenance of public spaces	Arranged, renovated and maintained public space ⁸ of the resort – 1 unit.	2021-2030	NMA, Budget office „Paslaugos Neringai“
2.2. Objective. To ensure the creation of an attractive environment for culture, sports and life				
2.2.1. Task. Increase the diversity, quality and availability of cultural products				

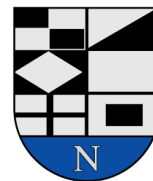
⁶ For people with special needs.

⁷ Every year.

⁸ The general area of the resort and its maintenance includes civil cemeteries, rubbish bins, toilets, playgrounds, small architecture, green areas, etc.



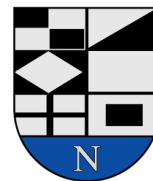
No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
2.2.1.1.	Modernization of the activities of cultural institutions and renewal of physical and information infrastructure, adaptation of non-cultural infrastructure objects and territories (urban public spaces) to cultural products	A number of modernized and improved objects – 4 pcs. Establishment of a national level professional performing arts institution – 1 unit. A number of innovative services – 20 pcs. A number of publicity measures – 30 pcs.	2021-2030	NMA, cultural institutions
2.2.1.2.	Reconstruction and installation of Nida NIDA CTIC "AGILA" "Agila"	A number of objects – 1 unit.	2021-2022	NMA
2.2.1.3.	Effective organization and assurance of cultural institutions	Organization and implementation of the activities of cultural institutions – 4 pcs. Satisfaction level of recipients of cultural services – not less than 80 percent.	2021-2030	NMA, cultural institutions
2.2.2. Task. To increase the number of permanent residents and employed people in the municipality				
2.2.2.1.	Creating a support and motivation program for professionals to attract and retain them	Created sponsorship and motivation program – 1 pc. Working for more than 3 years. Number of attracted specialists – 20 people.	2021-2030	NMA
2.2.2.2.	Development of the municipal housing stock	Number of persons/families who have received social housing and (or) municipal housing – 30 units.	2021-2030	NMA
2.2.3. Task. To develop sports, physical activity and recreation services and infrastructure that meet the needs of residents and guests				
2.2.3.1.	Creation, renewal and adaptation of infrastructure and spaces for physical activity	Equipped and renewed active recreation, leisure, sports infrastructure – 5 units. Number of existing infrastructures adapted for sport's needs – 1 unit. Renovated and equipped sports areas – 10 units.	2021-2030	NMA, educational institutions
2.2.3.2.	Organization of sports events and promotion of sports	Number of organized events – 100 pcs. Satisfaction level of participants in sports events – not less than 80 percent. Number of promoted athletes – 20 people.	2021-2030	NMA, educational institutions
2.3. Objective. Creating a happy community				
2.3.1. Task. To create favorable conditions for local self-realization, employment and cooperation				
2.3.1.1.	Creating favorable conditions for local self-realization, employment and cooperation	Number of projects / initiatives – 35 pcs. The number of involved residents is 600 people. The satisfaction level of the community population is 80 percent.	2021-2030	NMA
2.3.1.2.	Increasing access to public services for people with disabilities, excluded members of the community and local life and volunteering	Number of inhabitants included – 200 persons.	2021-2030	NMA, NSSC
2.3.2. Task. Strengthen cooperation between NGOs and the public sector, promote involvement				
2.3.2.1.	Implementation of joint activities and projects between NGOs and the public sector	Number of projects – 5 pcs. Number of NGOs providing public services – 2 units.	2021-2030	NMA
2.3.2.2.	Promotion, initiation and support of interregional and local cooperation,	Number of partnerships – 5 pcs. Number of participants – 30 people.	2021-2030	NMA



No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
	networking and partnerships of public sector bodies			
2.3.3. Task. Increase dissemination of the benefits of a healthy lifestyle and physical activity, ensure disease prevention, increase the health literacy of the population				
2.3.3.1.	Implementation of projects and / or programs promoting a healthy lifestyle	Number of projects and (or) programs – 30 pcs. The number of inhabitants who have acquired competencies is 200 persons. ⁹	2021-2030	NMA
2.3.3.2.	Implementation of projects and/or programs ensuring the availability of community health care services	Number of inhabitants who received services – 700 persons. ¹⁰	2021-2030	NMA

⁹ Every year.

¹⁰ Every year.



3RD PRIORITY. EFFECTIVE GOVERNANCE OF NERINGA MUNICIPALITY

Considering that 3rd Priority includes effective management of Neringa municipality, **problems were identified in the following areas:**

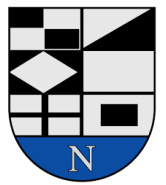
Low technological level due to low digital literacy, the dominant small business that does not invest in technological solutions. The companies of the public service have not implemented technological innovations, the level of use of the modern digital technologies for tourism is insufficient.

Low quality of the public services due to uneven distribution of the social service institutions – the most important institutions are in Nida settlement. Therefore the residents of other territories face with the problems of accessibility, a limited number of health care professionals that reduces the diversity of the personal health care services, the limited supply of public services, underdeveloped public infrastructure, and its poor condition. Due to the small number of teachers in the educational institutions, there is no improvement, no development of good practice, also there is a small amount of 1-6 years old educated students on pre-primary and primary education, the number of children educated according to pre-primary and primary education programs is decreasing, and the number of students in general education schools is declining. After surveying the population, the following problems were identified: lack of kindergartens, low quality of kindergarten services, a small number of educational activities in them, long-distance of the kindergarten from the residence place, and that encourages to choose kindergartens outside Neringa municipality. According to the public opinion survey, the provision of non-formal education services is not ensured in Neringa municipality. This is likely to result in a small number of children attending non-formal education activities.

There has been a lack of human resources and leadership in the field of the public services in Neringa municipality. It is pointed out that the deterioration of the health of the population due to low physical activity, harmful habits, illiteracy and declining birth rates, and the aging of the population, will increase the need for social services in the future. According to the residents, they are not sufficiently provided with health care services. The variety of these services' availability is reduced by the lack of specialists and medical equipment, insufficient qualification of existing specialists, short working hours of medical institutions, and low quality of the service. All these factors lead to the population of being forced to seek health care in the surrounding municipalities.

The identified problem – **Insufficient attention to climate change**. This problem is related to the passive implementation of the renovated (modernized) apartment building program, the decreasing amount of reusable or recyclable municipal waste, textile waste management, and the highest price of heating in the municipality. The ongoing qualitative and quantitative decline of the recreational resources cannot be rejected, and the local community has lost its relation with the environment. Therefore, they do not assume their responsibility for the drastic changes of the landscape. It is related to the lack of ecological literacy and awareness of the population and economic entities and indifference to protecting the natural environment. Attention is drawn to the fact that the increasing tourist flows will increase ambient air pollution and environmental damage in the future.

To solve these problems, the management of Neringa municipality administration and council, municipal institutions and enterprises should be focused on ensuring the efficiency, transparency and quality of their activities. It is worth noting the identified **strengths and opportunities** would help to achieve the objectives of 3rd Priority, i.e., the compactness of the municipality, good condition of the infrastructure of the education sector, satisfaction of the need for the social services, a viable economy and a high level of security.



The quality and efficiency management of the municipal determine the satisfaction of life in Neringa. Therefore, it is very important that municipal institutions and establishments meet the needs and expectations of the population and ensure fast and transparent decision-making. High-quality and optimized municipal management create a favourable environment for business and investment attraction. It is essential to ensure the quality of education and health care through human resource attraction and innovation.

To reduce the impact of these problems and to implement 3rd Priority, objectives (3) have been formulated, 11 tasks have been set for their implementation, and a plan of measures has been prepared.

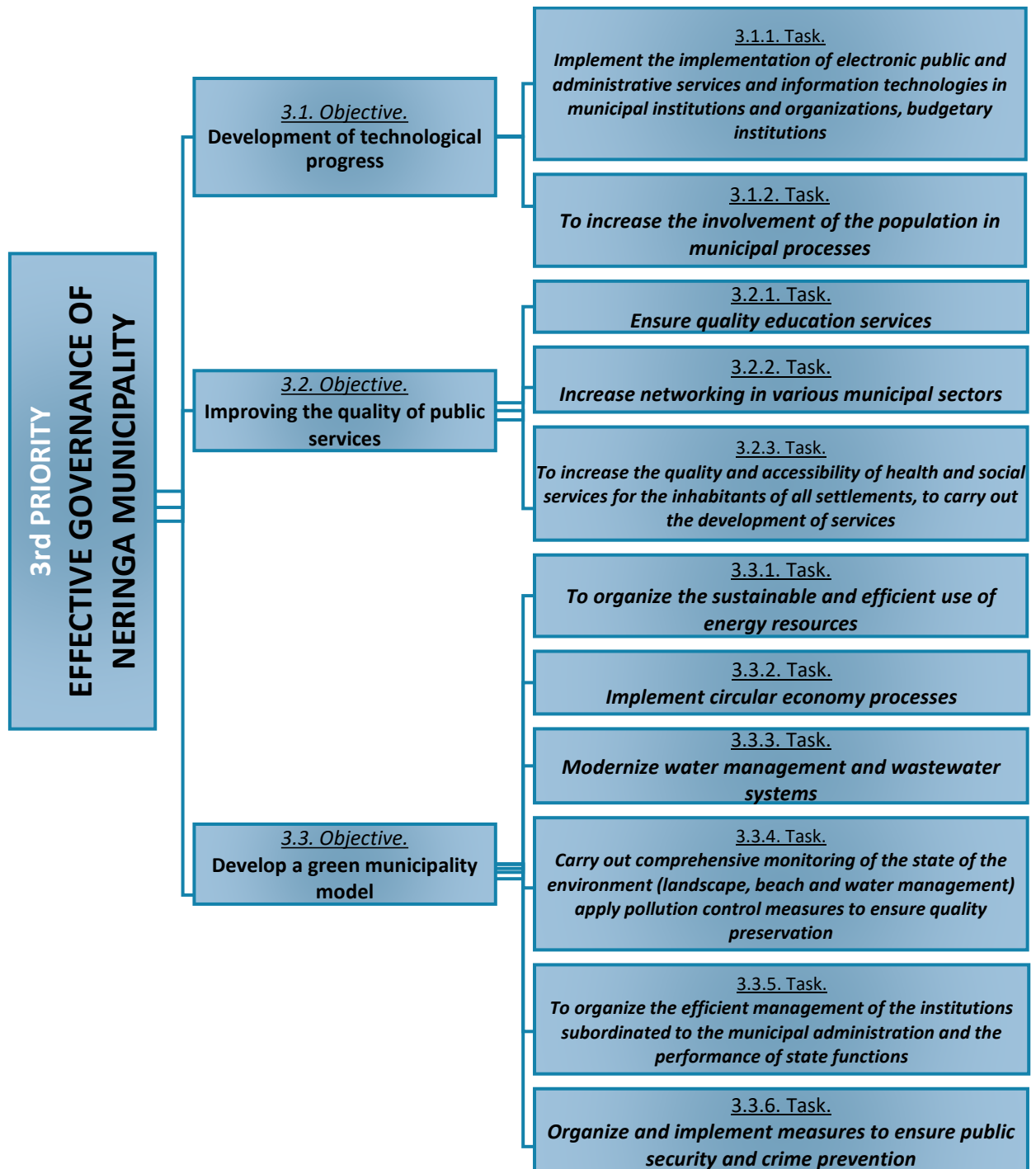


Fig. 8. 3rd Priority's goals and objectives



Source: Compiled by the authors

Table 3. 3rd Priority. Effective management plan of Neringa municipality.

No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
3rd PRIORITY. EFFECTIVE GOVERNANCE OF NERINGA MUNICIPALITY				
3.1. Objective. Development of technological progress				
3.1.1. Task. Implement the implementation of electronic public and administrative services and information technologies in municipal institutions and organizations, budgetary institutions				
3.1.1.1.	Creating an advanced, seamless and accessible information and communication technology infrastructure	Creation and maintenance of common infrastructure – 1 unit. Implementation of information technology activities and development – 100 percent. Number of computerized and secure workplaces – 50 units.	2021-2030	NMA
3.1.1.2.	Execution of digitization of provided services	Number of digitized services ¹¹ – 10 pcs. User satisfaction level with services – 80 percent. Creation of an open data package and its support – 1 pc.	2021-2030	NMA
3.1.2. Task. To increase the involvement of the population in municipal processes				
3.1.2.1.	Implementation of information technology management and literacy measures	Number of measures – 10 pcs. Number of participants – 500 people.	2021-2030	NMA
3.1.2.2.	Implementation of the participatory budget	Number of implemented projects – 7 pcs.	2023-2030	NMA
3.1.2.3.	Ensuring transparent management by establishing an effective system for evaluating the performance of budgetary institutions	Developed system – 1 pc. Satisfaction level of the population – not less than 80 percent.	2021-2030	NMA
3.1.2.4.	Increasing population involvement through communication and volunteering activities	Number of residents/volunteers involved – 400 people. Surveys of the population – 5 units.	2021-2030	NMA
3.2. Objective. Improving the quality of public services				
3.2.1. Task. Ensure quality education services				
3.2.1.1.	Ensuring the activities of pre-school and general education institutions that meet modern needs	Number of service recipients – 200 people: • Pre-school education – 70 persons. • General education – 130 persons. Number of modernized institutions – 3 units. The level of satisfaction with the provided educational services is 80 percent.	2021-2030	NMA, educational institutions
3.2.1.2.	Ensuring the activities of non-formal education institutions that meet modern needs	Number of institutions – 2 pcs. Number of recipients of non-formal education services – 150 persons. The level of satisfaction with the provided non-formal education services is 80 percent.	2021-2030	NMA, educational institutions
3.2.1.3.	Implementation of curriculum support	Number of programs – 8 pcs. The number of beneficiaries of the program is 80 percent.	2021-2030	NMA, educational institutions

¹¹ The services of the municipality and its subordinate institutions are included.



No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
3.2.1.4.	Organization of improvement of teachers' competencies	Number of teachers who participated in internships and training – 20 people ¹² The number of teachers who have improved their competence is 10 people. Number of motivated teachers – 30 people.	2021-2030	NMA, educational institutions
3.2.1.5.	Development and implementation of non-formal education programs for adults	Number of projects – 20 pcs. Number of participants – 200 people.	2021-2030	NMA, educational institutions
3.2.1.6.	Development and improvement of motivation systems for education	Number of measures motivating the educational community – 2 pcs.	2021-2030	NMA, educational institutions
3.2.2. Task. Increase networking in various municipal sectors				
3.2.2.1.	Networking of various municipal sectors	Number of prepared and implemented networking programs – 1 unit.	2021-2030	NMA
3.2.2.2.	Development of an effective system of measures for qualification improvement and competence development of employees in various sectors	The share of specialists / employees who participated in trainings is 80%.	2021-2030	NMA
3.2.2.3.	Ensuring effective management of cultural institutions by improving the legal regulation in the field of culture and the conditions for private funding	Number of initiated amendments to legal acts at the national level – 4 units. Number of adjusted local government level legal acts – 5 pcs. Number of business supported projects – 5 pcs.	2021-2030	NMA, cultural institutions
3.2.3. Task. To increase the quality and accessibility of health and social services for the inhabitants of all settlements, to carry out the development of services				
3.2.3.1.	Arrangement / renewal of the infrastructure of institutions providing social and health care services	Number of objects – 2 pcs (NPHCC and Neringa SSC) The number of service recipients receiving services in the renovated objects is 1700 persons.	2021-2030	NMA, NPHCC ¹³
3.2.3.2.	Ensuring the development of the supply of public services, improving the public infrastructure and its condition for the population with special needs	Number of adapted infrastructure objects – 4 units.	2021-2030	NMA
3.2.3.3.	Maintenance and expansion of existing types of provided social services (general social services, social care services, social care services), provision of social support	Number of service types – 10 units. Number of opinion polls of service recipients – 5 pcs. Number of recipients of social assistance – 250 persons ¹⁴ The level of recipients satisfied with the provided services is at least 80%.	2021-2030	NMA, NSSC ¹⁵

¹² Every year.

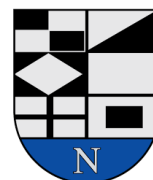
¹³ Public Institution "Neringa Primary Health Care Center"

¹⁴ Every year.

¹⁵ Neringa Social Services Center

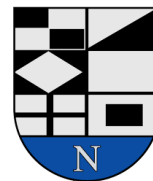


No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
3.2.3.4.	Organization of quality health services	Number of service types – 10 units. The number of patients enrolled in the PHCC was 1,600. Number of service users' opinion polls – 5 units. The level of recipients satisfied with the provided services is at least 80%. Ensuring the need for ER – 100 percent.	2021-2030	Neringa PHCC
3.3. Objective. Develop a green municipality model				
3.3.1. Task. To organize the sustainable and efficient use of energy resources				
3.3.1.1.	Preparation of a multi-apartment modernization program and execution of a quarterly renovation	Renovation program prepared – 1 pc. Number of renovated apartment buildings – 5 units. Implemented quarterly renovation – 1 unit.	2021-2030	NMA
3.3.1.2.	Implementation of the development of renewable energy sources	Prepared study and plan of measures – 1 unit. Number of implemented projects – 5 units. Use of renewable resources in public sector infrastructure – at least 80%.	2021-2030	NMA, JSC „Energy of Neringa“
3.3.1.3.	Modernization of street lighting	The amount of kWh saved is not less than 40%.	2021-2030	NMA
3.3.2. Task. Implement circular economy processes				
3.3.2.1.	Preparation of a program for the implementation of circular economy processes and ensuring its smooth implementation	Prepared program – 2 pcs. The amount of sorted and treated waste is 28,000 t / year Number of implemented processes – 2 pcs.	2021-2030	NMA
3.3.2.2.	Raising community awareness on ecology, sustainability and sustainability	Number of measures – 30 pcs. Surveys of the population were conducted – 2 units. The level of awareness of the population is not less than 80%.	2021-2030	NMA
3.3.3. Task. Modernize water management and wastewater systems				
3.3.3.1.	Modernization (reconstruction) of wastewater treatment plants	Number of modernized wastewater treatment plants – 4 units. Wastewater treated – 100 percent.	2021-2030	NMA, JSC „Water of Neringa“
3.3.3.2.	Modernization (reconstruction) of water treatment plants	Renewal of ultrafiltration and reverse osmosis membranes in water treatment plants – 2 pcs. Number of equipment ensuring the technological process of renewed water treatment plants – 3 units.	2021-2030	NMA
3.3.3.3.	Rainwater system maintenance	A special plan has been prepared and implemented – 1 unit.	2021-2030	NMA
3.3.4. Task. Carry out comprehensive monitoring of the state of the environment (landscape, beaches and water management), apply pollution control measures to ensure quality preservation				
3.3.4.1.	Monitoring of environmental elements	Number of monitored environmental areas – 5 units. Number of Blue Flag beaches – 2 pcs. Number of completed beach sand surveys – 10 units. Number of water tests in the Curonian Lagoon – 10 units.	2021-2030	NMA



No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
		Number of performed drinking water tests – 20 units. Number of performed air tests – 8 units.		
3.3.4.2.	Development of measures to improve and preserve the quality of the state of the environment	Number of tools – 5 pcs. Arranged reed areas – 10 ha Veterinary care services provided – 80 units. Number of protocols of greenery and greenery supervision commissions – 60 pcs. The number of issued permits for sanitary felling of forests belonging to the municipality is 5 units. ¹⁶	2021-2030	NMA
3.3.5. Task. To organize the efficient management of the institutions subordinated to the municipal administration and the performance of state functions				
3.3.5.1.	Ensuring the organization of the work of the Neringa Municipal Council	Organization of the Neringa municipal council's work – 15 council members Administered by the mayor's fund – 1 unit.	2021-2030	Neringa Municipal Council
3.3.5.2.	Organization of efficient work of Neringa municipality administration	100% of employees who have improved their administrative skills. Surveys of the population – 5 units. The level of satisfaction of the population with the provided services is at least 80 percent.	2021-2030	NMA
3.3.5.3.	Execution of state functions (transferred to the municipality by the state)	State functions (transferred to the municipality by the state) have been fulfilled – 100 percent. Surveys of the opinion of the population were carried out – 5 units. The level of satisfaction of the population with the provided services is at least 80 percent.	2021-2030	NMA
3.3.5.4.	Organization of the activities of the budget institution "Services Neringai"	Effective organization and performance of the functions assigned to the institution – 1 unit. Opinion polls on the provided services were performed – 4 units. The level of satisfaction of service users is not less than 80 percent.	2021-2030	Budget office „Services for Neringa“
3.3.5.5.	Improving the quality of public services	Number of measures to improve public management – 5 units. Number of administrative burden reduction measures – 5 units. Surveys of the population – 5 units. The level of satisfaction of the population with the provided services is at least 80%.	2021-2030	NMA
3.3.5.6.	Organization of the work of the Neringa Municipality Control and Audit Service	Number of performed audits – 10 units. Functions performed in accordance with the institution's regulations – 100 percent.	2021-2030	Neringa Municipality Control and Audit Service
3.3.6. Task. Organize and implement measures to ensure public security and crime prevention				

¹⁶ Number of deforestation permits issued (sanitary felling required for forest management).



No.	Name of the measure	Measure achievement rate	Implementation period	Responsible authorities
3.3.6.1	Implementation of the Crime and Violation Prevention Program	Number of implemented corruption prevention programs – 10 units. Number of implemented crime and prevention programs – 10 units.	2021-2030	NMA
3.3.6.2.	Organization and maintenance of public order	The level of administrative violations of public order has decreased – 5 percent. ¹⁷ The level of satisfaction of the population with the organization of public order is at least 80%.	2021-2030	NMA

¹⁷ Every year.



FINANCIAL EVALUATION OF NERINGA MUNICIPALITY STRATEGIC DEVELOPMENT PLAN UNTIL 2030

The indicative need for funds for the implementation of the Neringa Strategic Development Plan until 2030 amount reaches approximately 268,941,000 EUR (Table 4). This amount indicates the total demand for the financial resources needed to implement the planned priorities.

Table 4. Distribution of the need for funds by priorities, thous. Eur.

Priorities	Sources of financing				Total need for funds
	Municipal budget	State Budget	EU funds	Other funds, other funds	
1st PRIORITY. Growth of sustainable coastal and water tourism and competitiveness	17 725	42 910	33 825	12 685	107 145
2nd PRIORITY. Creating an attractive environment for living and relaxing	31 030	17 820	4 207	1 595	54 652
3rd PRIORITY. Effective management of Neringa municipality	76 347	25 917	4 775	105	107 144
Total	125 102	86 647	42 807	14 385	268 941

The largest share of expenditures will be incurred in the implementation of the 1st Priority “Sustainable growth of coastal and water tourism and competitiveness”, and the 3rd Priority “Effective management of Neringa municipality” measures. The need for funds for the implementation of the actions of these priorities is 40% of the total planned expenditure, respectively (Figure 9). The number of funds provided for the performance of the measures of the 2nd Priority “Creation of an Attractive Environment for Life and Recreation” reaches to 54,652 thousand. Eur and makes up 20% need for all planned funds (Figure 9).

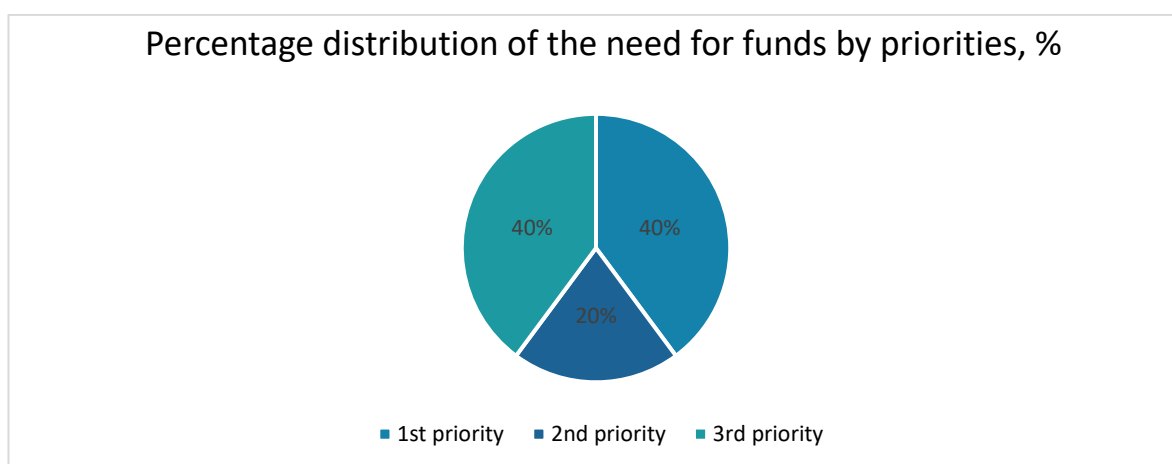
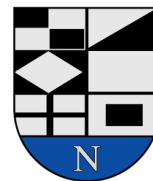


Fig. 9. Distribution of the need for funds by priorities, per cent

Source - compiled by the authors

In order to implement the Strategic Plan in its entirety, it is planned to use the funding sources available to Neringa Municipality. The main sources of financing available to the municipality are singled out: Neringa



municipality budget, state budget funds, EU support funds and other financing sources that consist of the private and additional funds.

The preliminary need for funds for implementing the Neringa Municipality Strategic Development Plan until 2030 is planned, indicating the sources of financing for the implementation of the measures. The most considerable financial contribution will be from Neringa municipality, which reaches 46.5%, the state budget funds make up 32.2% and EU structural funds – 15.9%, and the other funds – 5.3%. (Figure 10).

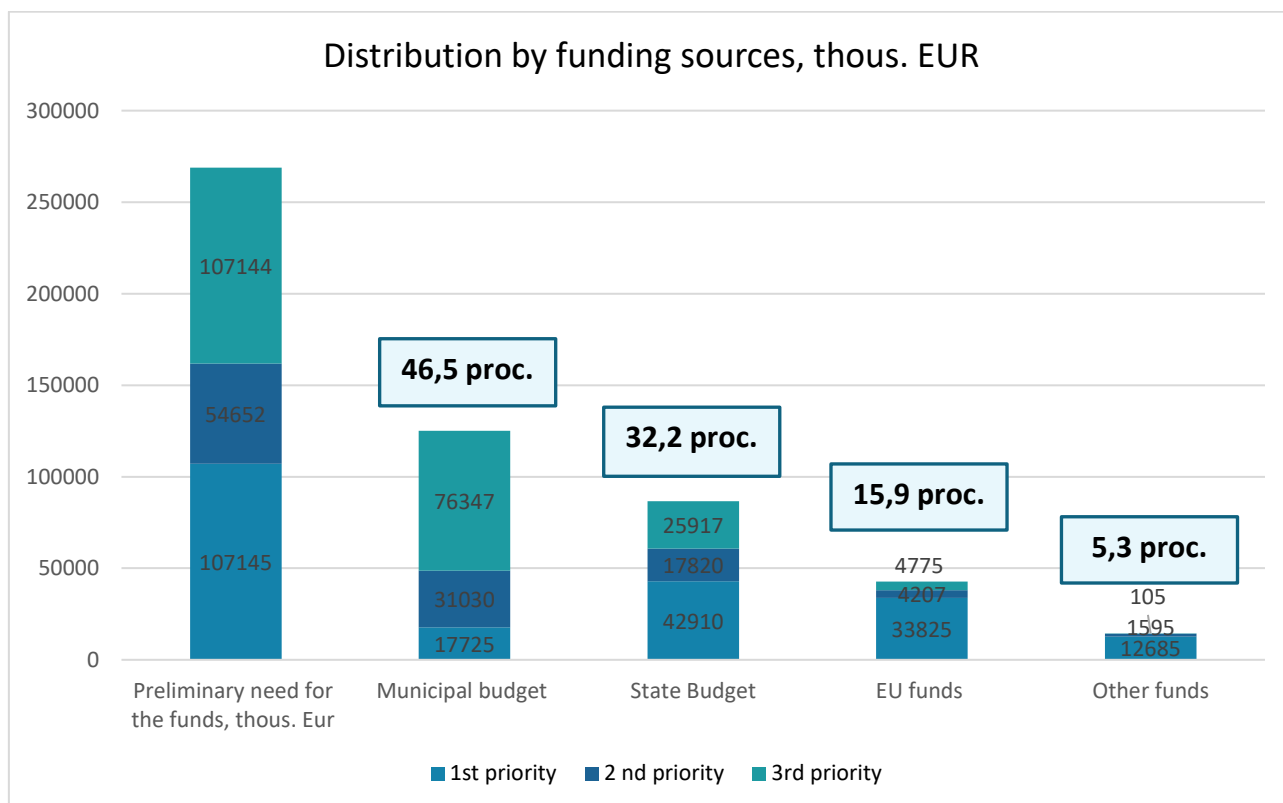
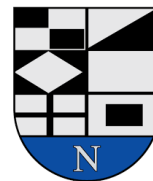


Fig. 10. Distribution of the need for funds by sources of financing, thous. Eur

Source - compiled by the authors

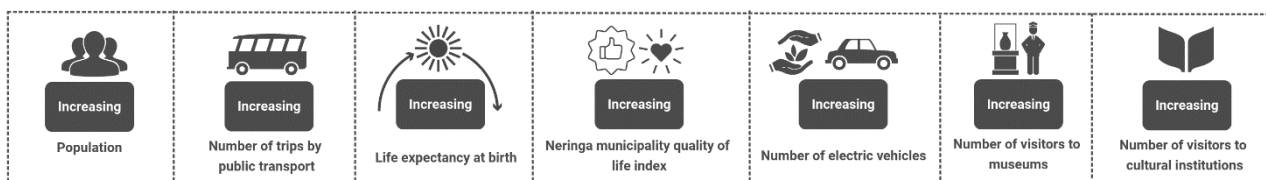


INDICATORS OF THE EFFECT OF EVALUATION OF THE PRIORITIES OF THE NERINGA STRATEGIC DEVELOPMENT PLAN 2021–2030

GROWTH OF SUSTAINABLE SEASIDE AND WATER TOURISM AND COMPETITIVENESS



CREATING AN ATTRACTIVE ENVIRONMENT FOR LIFE AND RECREATION



EFFECTIVE GOVERNANCE OF NERINGA MUNICIPALITY

