

Potential growing sectors of the Banská Štiavnica Regional Economy

Report of a traineeship on behalf of the Council of Europe
project 'Technical Assistance to the city of Banská Štiavnica'

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Natalia Bujnova, Bratislava
Katarina Novakova, Banská Štiavnica
Harm Jan Korthals Altes, Amsterdam (supervision)

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Part A: Research methods and general SWOT-analysis

Harm Jan Korthals Altes, Amsterdam
trainee supervisor at Van Dijk, Van Soomeren en Partners

1 Introduction

In juli 1996 the Cultural Heritage Department of the Council of Europe in Strasbourg required Van Dijk, Van Soomeren en Partners to supervise two trainees from Slovakia. The aim of the traineeship was to extend and update the inventory of development possibilities stated in the Council of Europe's report no. 30 'Technical Assistance to the city of Banská Štiavnica', 1994.

The work of the trainees would form the basis of further decisions to be taken by the Council of Europe for the follow up programme, e.g. the support to the drawing up of a Development Plan.

The 'report no. 30' was focused on a cultural heritage approach. It concerns the empty and ruined buildings in the ancient town as a key factor in the revitalization process. Due to further discussions between experts and in meetings of the coordination group, a major shift in approach took place. Not the buildings, but the economical activities should be the starting point. First the creation of a 'money making machine', than restoration of buildings.

A second shift was a shift in scale. Since many economic activities are located outside the ancient town, it was desirable to look to the whole region; not only the town of Banská Štiavnica (10.000 inhabitants) but also the 12 surrounding villages (7000 inhabitants). Another good reason for this shift in scale is the just gained administrative independency of the region.

Before, the region was dependent on the region of the bigger town Ziarvnad Hronom. The mentioned region is slightly bigger than in the former definition. It contains 17 instead of 12 surrounding villages.

For this report, the former definition is the most relevant, since all available statistical material concerns the town with 12 surrounding villages.

2 Research methods

The study was aimed towards the identification of the potential growing sectors (the 'money making machines') of the Banská Štiavnica regional economy.

A SWOT-scheme had to be drawn up for each identified sector in order to know which factors should be changed to speed up these 'money making machines'.

'SWOT' means 'strengths, weaknesses, opportunities and threats'. These categories form the four cells of a matrix. The cells have to be filled with specified factors, derived from the field research.

The main method of the field research was the structured interview on the basis of a questionnaire (see appendix 2). The respondents were around 25 key persons in the BSR economy directors of private enterprises, chief of departments of governmental organizations, school directors and board members of NGO's (for a list see appendix 3).

For this research a structured questionnaire was preferred more than a short of attention points. The information which you can get out of the is more complete, more specific and better comparable between respondents. The production of a well-structured questionnaire cost a lot of time. The profit of this effort is also that it forces you to be as specific as possible about your problem definition. We made questions about all different factors and the answers we put into our SWOT - analysis.

Furthermore, observations in the field were done and literature was studied (see appendix 4). Two reports are considered as basic material in the work of the trainees:

- the council of Europe's report no. 30;
- the recent proposal of the town administration for the protection and development of the town.

The research of the trainees bridges the gap between these two reports.

3 General SWOT-analysis

A comprehensive SWOT scheme for the whole economy of a region (all sectors included) would have to contain maybe more than 100 factors. This would not lead to anything.

A SWOT scheme for the whole economy is practicable only when related factors are listed under main categories.

Several examples of economy analyses were consulted in the literature study to define these main categories. This preparational work resulted in the following list of categories:

- infrastructure;
- human resources;
- natural and cultural resources;
- industrial surrounding;
- residential surrounding;
- management support.

The first step in the research was to draw up a hypothetical SWOT scheme for the BSR-economy. This scheme was adapted several times in the course of the research, when new results came up and had to be interpreted.

At the end of the study, when all the SWOT schemes for the different sectors were ready (see part B and C) the final version of the general SWOT scheme could be drawn up.

This scheme is shown on the next page as a summarizing paragraph of part A.

SWOT analysis Banská Štiavnica Regional Economy	
<i>all sectors</i>	
strengths	weaknesses
<p>NATURAL AND CULTURAL RESOURCES</p> <ul style="list-style-type: none"> - contemporary landscape structure - cultural heritage - technical heritage - thermal spring - climatic conditions - quiet location 	<p>RESIDENTIAL SURROUNDING</p> <ul style="list-style-type: none"> - bad state of repair, poor management of housing stock - environmental situation (pollution) - poor services (for adults) <p>INFRASTRUCTURE</p> <p>bad condition of the technical infrastructure:</p> <ul style="list-style-type: none"> - roads - parking space - telecommunication - railways - sewers - water purification facility <p>MANAGEMENT SUPPORT</p> <ul style="list-style-type: none"> - minimal experience of local management - poor support from governmental organizations -unflexible and tedious administrative system
opportunities	threats
<p>HUMAN RESOURCES</p> <ul style="list-style-type: none"> - unemployed and skilled people <p>INDUSTRIAL SURROUNDING</p> <ul style="list-style-type: none"> - availability of vacant land and buildings <p>remark: real estate market not transparent nor accessible enough</p>	<p>General uncertainties about political and administrative factors mainly at national level, which deter foreign investors</p> <p>Lack of credit facilities for investments</p> <p>People leaving the region, older people with less spending potential remain</p>

Part B: Tourism, services and education

Natalia Bujnova, Bratislava
trainee, economy student

1. Tourism

1.1 Inventory of touristical values

Development of the travelling in Banská Štiavnica is determined first of all by existence of natural and cultural potential, which come from attractive localisation and historical connection and create the base of potential progressive trend of visiting the city in the next years. Localisation of the city is very favourable for tourism thanks to several factors:

from micro-localisation point of view:

- localisation of the city in attractive surroundings of Štiavnica mountains (Štiavnické vrchy)
- central localisation of the city with strong natural, cultural, historical potential and potential for the recreation and health-care potential
- relatively isolated localisation which can be considered to be good as well as bad

from macro-localisation point of view:

- localisation of the city in central Slovakia -30 km south-east from the city Ziar nad Hronom and 40 km south from the secondary centre-city Kremnica
- relatively good connection to traffic corridor of Slovakia in three main directions:
 - south-east road represented by the road II./ 525 connected to the road I./ 66 which connects border Šahy (with Hungary) and Trstená (with Poland)
 - south-west road represented by road II./524 connected to the road I./51 direction to the Czech Republic
 - road II./525 connected to the road I./65 which connects the main city centers- Bratislava and Košice with international airports

The region of Banská Štiavnica is very valuable with regard to tourism. Its natural conditions in the south are different from those in the north, it has many cultural and historical monuments, water surfaces, and winter sports areas. The main tourism function is short term tourism with all the year round opportunities and essential recreational activities - visits of cultural and social events, cultural sights, winter sports, water sports, bathing, hunting and agrotourism. Banská Štiavnica is unique with its natural beauty given, above all by its geological conditions, heterogeneity of the relief, climatic variety, occurrence of thermal springs and abundance of flora and fauna. Average elevation of the region is 700-800 m above the sea level. The principal character of the climate is determined by its being a part of the West Carpathian Range of mountains located in the mild zone of Central Europe. It provides wide opportunities for summer and winter sports. Banská Štiavnica has 121 rainy days per year. Average temperatures mean annual temperature is 7,1 C, in vegetation season 13,5 C. Mean annual amount of sunshine is 1990 hours.

- concentration of almost all parts of vulcanic relief on small surface (Sitno)
- various flora and fauna
- 29 protected species from total 1460 in the mountains
- rich occurrence of minerals with about 140 rare species
- system of 23 connected lakes -ponds (tajchy) of which 9 can be used for summer recreation
- 15 small surface protected areas, 2 national nature reservation, 6 natural reservation, protected areas:
 - State Nature Reservation **SITNO** for the protection of scientifically, historically and culturally important dominant of Štiavnické vrchy
 - State Nature Reservation **JABLONOVSKÝ ROHÁČ** for the protection of conserved groups of oak forests and beech groves on the Štiavnické vrchy vulcanite rocks.
 - Protected research area **ARBORÉTUM KYSIHÝBEL**- important dendrological object with regard to scientific research.
 - Protected finding place **HOLÍK** (Pocúvadlo)

- Protected finding place **JURAJOVA ŠTOLNA** (Sv. Anton)
- Protected garden **BOTANICAL GARDEN** (Banská Štiavnica)
- Protected nature formation **BANSKÁ ŠTIAVNICA CALVARY**
- Protected nature formation **ZAKÝLSKE PLESO** (lake)
- 3 instructional path : - Instructional path following the *Terézia vein*
- Instructional path *Sitno*
- Instructional locality *Kysihýbel*

Cultural and historical sights

<u>St.Anton</u>	- the oldest written record in 1266, late Baroque Church from 1754-55, Baroque belfry from mid 18th century, Rococco Chapel of St.J. Nepomuk, the villages dominant is the Baroque Classicist manor
<u>Banská Bela</u>	- the oldest written record from 1331, catholic church from 13 th century archeological site of old mining works, Renaissance school building from 16th century
<u>Banský Studenec</u>	- the oldest written record from 1266, Baroque church from mid 18th century, classicist wooden belfry from the first half of 19th century
<u>Hodruša-Hámre</u>	- the oldest written record from 1364-65. In 1886 the lace making school was established here (bobinlace), carving also had a rich tradition, the Calvary from 18th century, the Renaissance clapper from 17th century, the Church of St. Nicolas from 14th century, the protestant church from mid 19th century, the church of St. Peter and Paul from 1500, the neo classicist church of St. Elisabeth from 19th century, the chapel from the first half of 18th century, technical monuments, galleries
<u>Ilija</u>	- the oldest written record from 1266, a fortified settlement of Quads from 6th century ruins- Gothic stone Sitno castle from 16th century, the church of St. Egidius from 1252
<u>Podhorie</u>	- late Gothic Baroque church of St. Elisabeth, church belfry with an open wooden construction from 19th century, remnant of the Zakyl castle, Sickly mountain lake named Sea eye lake.
<u>Prencov</u>	- the oldest written record from 1266 archeological site, church of St. Nicolas from 1721
<u>Sklené Teplice</u>	- spa village (12 thermal springs with temperature 28-53 C, cave steam bath), ruins of middle age castle Teplica from 15th century, classicist church from 1811, classicist spa buildings and park from 1835-1848, treatment of non inflammatory rheumatic and nervous diseases.
<u>Štiavnické Bane</u>	- important mining centre, the oldest written record from 1352, remnants of Renaissance fortification of the Vindšachta mine from 16th century, round bastion watch tower and mine building named „Under the clock“ from 17th century, Baroque church from 1736. In 1874 a carving school established for toy manufacture, recreational area
<u>Banská Štiavnica</u>	- the most important mining town in Slovakia. The first written record from 1217. The historical core of the town is the urban monument reservation with many artistic and historical monuments in the National Cultural Heritage Category: <i>the town's castle</i> from 13th century, the town hall from 14th century, late <i>Gothic church of St. Catherine</i> from 15th century, Renaissance burgher houses, The Baroque Clapper, the late <i>Gothic church of Virgin Mary of Snow</i> , the Renaissance fortified building of the <i>New Castle</i> , a group of Baroque sacral buildings- the <i>Calvary</i> from 1744-51, many technical monuments (shafts, galleries, water reservoirs), the <i>Botanical garden</i> The <i>Central state mining archives</i> comprise interesting documents about mining in Slovakia and in Banská Štiavnica.

The *Slovak mining museum* has several departments which include open-air museum and also important artistic collection in the centre. The open-air museum with the pit accessible for tourists is one of the most interesting museums in Slovakia and is visited annually by 15-20 thousand people.

Other touristical infrastructure

The basic skelet of touristical infrastructure of Banská Štiavnica is represented with the possibilities for the culture, entertainment, information networks, sports facilities and other institutions offering the complementary services for tourists, even though in this time the quality and the quantity of these services is not sufficient.

The sport facilities in Banská Štiavnica are represented:

- swimming pool with sauna
- sport stadium for athletics, football
- 2 tennis courts
- 6 gymnasiums
- fitnesscenter

More are used recreational areas out from the city. 62 % of the space for recreation cover 8 recreational areas :

- Cervená Studna
- Horná Roven
- Kalvária
- Klinger
- Kysihýbel
- Paradajz
- Staré mesto
- Trojicný vrch

Current state and the possibilities for development of recreational areas:

1. *Staré mesto, Cervená Studna, Paradajz, Klinger, Troj.vrch- Banská Štiavnica*
recreation, sight-seeing, winter sports, swimming,
2. *Kalvária, Belianske jazero, Kysihýbel- Banská Štiavnica*
recreation, swimming, tourist, wintersports, sight-seeing
3. *Dolnohodrušské jazero, Dolná Hodruša, Kopanice- Hodruša Hámre*
recreation, swimming, winter sports, sight-seeing
4. *Mociar- Mociar*
agrotourism
5. *Sklené Teplice*
spa, health-care, relaxation stay, recreation, tourism, winter sports
6. *Repíšte, Vyhne*
agrotourism
7. *Rychnava*
swimming, chalet recreation, sight-seeing
8. *Pocúvadlo jazero*
swimming, stay recreation, winter sports

In the summer season recreational activities connected with the water are dominant. From original 54 lakes only 23 lakes still exist and from these 23, only 9 can be used for recreation. The most visited is tajch Klinger (1 km from the city) and Pocúvadlo lake (11 km from the city) with accommodation facilities, camping, catering facilities.

Facilities for the winter skiing, running on the ski offer several area's in the surrounding of Banská Štiavnica. In the city area you can find 3 ski lifts with the capacity 1000 people / hour. The total length of the ski lifts is 2588 m. The total capacity of the lifts is 2800 people/hour.

Important are also traditional cultural events which help to attract tourists as well:

- **International annual culture symposium** opened to the public organized by SOU lesnícke in May
- Banská Štiavnica **Cultural Summer** in July and August organized by MsÚ and Rubigall
- **St. Hubert 's Days** in St. Anton -Slovak hunters´ festival (exhibitions, crossbow, shooting, horn"lesnica", playing contest, St. Hubert mass on Sunday)
- **Triennale of small sculpture and painting** in June organized by SBM Banská Štiavnica
- **Salamander Days** - miner's day in September. During these days escort of the people in the traditional costumes is walking in the city, theatres of small scales, exhibitions, lot of activities for children. Organizer is MsÚ Banská Štiavnica
- **Folklore Festival** in Podhorie in June.

1.2 Numbers of visitors

From the research done by Institute of tourism (Ústav turizmu) in the summer and autumn in 1994 about foreign visits, but also on the base of long-lasting observations of Ústav turizmu results, that the main form of touristical development in Slovakia is cultural-educational form of tourism and individual and chalet recreation near Štiavnica lakes. Very popular is summer swimming, but it has elemental character. Not sufficiently enough are used the thermal water and mineral water in this region. International importance of the city is underlined by the fact, that Banská Štiavnica was listed in the UNESCO World Cultural and Natural Heritage List. From this results, that the number of potential tourist should be enlarged with foreign visitors. The major group of the foreign tourist represent tourists from Germany, Austria, Holland, Czech Republic, Hungary and Poland. In 1992 500 000 tourists visited Banská Štiavnica.

After finishing, completing touristical infrastructure, technical and social infrastructure is possible that the average length of the stay will prolong from one day to few days.

On the base of the statistical information about visits of Slovak mining museum (SBM) we can see progressive trend of visiting in all groups:

	1994	1995	1996
individuals	42469	46565	
foreigners	7517	9230	1872
groups ad	5635	5797	
groups ch	45063	48988	
total	100684	110580	41558

The visits in 1995 increased 9,82 % comparing to year 1994. From the total visits in 1994 foreigners represents 7,46 % and in 1995 11,88 %. The low visits during the first half of 1996 we can consider to be normal, because the biggest amount of visitors we can expect in the summer time and in the autumn.

The shortage of the entertainment facilities in Banská Štiavnica is obvious. The average level offer only Billiard club and Rubigall, convenient also for foreign visitors. In recent time the cinema

and amphitheatre were built. Theatres, dance floors, night clubs and disco clubs with the orientation for the different age categories and style are missing as well.

Banská Štiavnica fills in the present time the function of transit city. The major form of tourism is short-period tourism (about 3 nights) realized in the accommodation facilities of lower category. In the city is now available 335 beds in the winter (89 in hotels, 87 in pensions, 7 beds in private accommodation, 125 beds in other polyfunctional objects). In the summer the number of the beds increase to 457 in the city (89 in hotels, 87 in pensions, 7 private, 274 in polyfunctional objects). Out from the city several chalets, campings and bungalows offer standard accommodation. Hotel TOPKY and Hotel ZLIEBOK offer together 104 beds, 81 beds in pensions, 60 in bungalows, 390 in autocampings, in the winter 585 beds in chalets, in the summer 835 beds.

In addition to above mentioned, the shortage of catering facilities is big. The basic network of catering service used mostly by inhabitants of Banská Štiavnica and its surrounding doesn't cover the needs of pretentious clients from abroad. In the city don't exist restaurants offering traditional slovak meal, gastronomic specialities. Expressive is the need to enlarge the opportunities for catering facilities (cafes, bars) in the historical core of the city, reconstructing uninhabitable objects.

accomod	city BS	out of BS	total
private	7	0	7
hotels	89	104	193
pensions	87	81	168
chalets	0	585/835	585/835
bungalow	0	60	60
autocamp	0	390	390
polyfunct	152/274	0	152/274

The biggest reserve for development of travelling in this region is: missing and not sufficient marketing, public relations, missing contacts between the travelling agencies, the lack of information (informations for the tourists, but not also for inhabitants, not organized existing offer, poor quality of the services and mainly not attracting of passing tourists for shorter or longer stay.

1.3 Weaknesses concerning touristical development

According to big importance of the city as a historical and cultural city, the development of tourism is poor. The possibilities for accommodation are not sufficient. The same goes with the possibilities for culture, catering facilities, and the rest of infrastructure.

The possibilities of the traffic are according to difficult localisation limited. The network of roads leading to the city and its monuments is weak and also the number and capacity of the parking place are not sufficient.

Cultural, technical monuments, galleries and exhibitions are very attractive for tourists. It shows on increased number of visitors visiting the city, but only during the summer season. Bad technical estate of the objects, their uninhabitableness, bad traffic connection and not convenient support from the state with help to reconstruction and missing financial support have influence on total non-utilisation of cultural values.

Other factors that limit the development of the tourism in this region are :

- missing sewerage
- high costs of energy for heating
- high costs on carriage and liquidation of the waste, garbage
- no maintenance of cultural monuments and all buildings
- shortage of the water, which has to be brought to the city from longer distance with high costs

Important is to guarantee hygienically clean drinking water in the case of progressive trends of visiting and to build the water re-emidation station.

1.4 Strategies for development of tourism

Two strategies to get more tourist to the Banská Štiavnica Region (BŠR):

1. the creation of new products for newly developed markets
2. the adjustment of the supply side to the demand side (the present product to the present market)

Of importance to the supply side of the tourist industry, the following items can be mentioned:

- transportation (in terms of reachability of the region)
- accommodation
- services

The conditions to reach the potential customers suppliers of the tourist-product must have commit themselves to

Information	Promotion	Tourists
quantitative info qualitative info	means content target groups	determination composition of origin

Action points:

- * the realisation of tourist information system
- * the introduction of some kind of classification system (like the stars of hotels)
- * promotion plan
- * market survey (identification of the target groups)
- * financing possibilities :
 - the introduction of tourist tax
 - the possible co-financing of the Okres
 - the creation of a fund for tourist activities
- * development plan for additional tourists activities, services, accommodation

The tourist product consists of several and different aspects, for instance transport, accommodation, entertainment. These three mentioned items have to be in a harmony in order to reach a high level of earning capacity. It is important that one can reach the region, stay there for several days. Besides the points mentioned above, the main activity in the tourist business is the rendering of services. The quality of the employees is very important. Being friendly, able to speak foreign languages, an attitude towards service are elements of importance.

Reconstructing the recreational and touristic infrastructure the favourable natural and countryside conditions and cultural-historical conditions based on respecting traditions and nature, promotes BŠR to an attractive touristic region of international importance. Opening up the BŠR more to tourism also in a perspective for economic growth, bringing the desirable effects of new investment, entrepreneurial activities and the lowering of the level of unemployment.

The concept of regional development has to be able to cope with the multidisciplinary character of tourism. The important trend is to be oriented towards customer and satisfying his needs (demands). Rural tourism marked as an „ecological“ form of the tourism could find a lot of possibilities in the BŠR as well as culture based tourism.

To offer regional tourism at European standards it is necessary to innovate and specialize the services and emphasize the need for fast development of substitution and complementary services, focused on creating variation.

Research in the region shows that the level of the services is very bad. The tourist product consists of several aspects, for instance transportation, accommodation for the night, services and information. These mentioned items together form the basis for a high spin-off. The next important international trend is co-operation of entrepreneurs in the travel sphere (travel

agencies, tour-operators and transportation). Joining forces by entrepreneurs and their financial means give possibilities for establishing capable management, qualified labour power and specialised background for marketing.

2. Services

The level of the services in Banska Stiavnica is not that good as it should be concerning the importance of the city. In the territory of Banska Stiavnica region, 16 libraries offer the service, 5 cinemas are in disposition and one amfitheater located in Banska Stiavnica. Concerning the transport, we have to say, that the public transport is rather weak with few busses within and outwith Banska Stiavnica. The roads and streets are in bad estate, but they seem to have sufficient capacity for the current load or traffic, only the organisation of the busses/ transport should be improved . Interesting would be to change the normal busses to the minibuses or other way of transportation which are more friendly to the environment. Banska Stiavnica has a secondary line railway connection to the main railway network in Slovakia via Banska Bystrica in the north east and is otherwise connected to the rest of Slovakia by secondary roads.

More than 1000 of inhabitants are working in private enterprises and businesses. Despite this the shopping network is definitely poor. As the biggest problems the respondents mentioned: the structure of the shops (e.g.specialized shops for sport clothes, toys...) and the number (should enlarge), assortment (offer) should be more various. The price regulation and control have to be done more often in order to protect the customer. The only hospital in Banska Stiavnicas to cover all territory of Banska Stiavnica Region. The bed-house part of this hospital is now in discussion whether it should stay as it is now, whether it should be close down because the capacity is not totally used.

In Banska Stiavnica city three banks are offering their service . the problem are opening hours especially on Fridays afternoons.

3. Education

3.1 Inventory

Education in Banská Štiavnica has a long tradition and famous history. In the first half of the 16th century *Protestant lyceum* was established (extinction 1919). The second school of secondary education in that time was *catholic secondary grammar school* established in 17th century. In the present time the *State Real Grammar School* is predecessor of this school.

The third secondary school was the *Protestant Teachers' Institute* (extinction in 1950). In 1753 *mining school* was established. The biggest importance had the *Mining Academy* established in 1762 in Banská Štiavnica. In this academy students got technical education in mining and metallurgic branches. Since 1808 for the study of forestry, an independent *Forestry Institute* was established. In 1919, the school was moved to Šopron (in Hungary). *Specialized mining school* was established in 1820 and was used for education of mining supervisors. Till 1918 functioned as an independent secondary school and after creation of *Chemical /Chemistry school* became one of its departments.

The city was important for whole technical world because of lot of inventions and founding-out new technologies of metal production and using metals. In 1786 in Sklené Teplice lot of specialists met to become familiar with the work of Ignác Born - getting the gold and silver out of the ground using undirect amalgamation. In this occasion the *first scientific society* was established.

In this time, in the territory of Banská Štiavnica and its surroundings only basic and secondary schools are present.

Kindergartens

From the survey done in 1980, 1990 and 1995 shows, that the biggest amount of kindergartens was in 1990. Also the highest number of classes and children was noticed in the same year. By the end of 1995 we noticed decrease about 5 kindergartens- 3 in the city, 2 in the nearest villages. The number of children decreased 24,51 % and number of classes to 24. The further development depends on the social-economical politics of the government, on the level of inflation and the structure of the inhabitants. The decline can be explained by the demographical structure of the inhabitants (more older people than young- high age average).

Basic education

The number of the basic schools during 1990, 1995 seems to be stabilized. Only the number of the students decreased, and from the point of view the teachers it is good phenomenon. Basic education is represented in Banská Štiavnica with 3 basic schools (classes 1 to 8), one religion school (1 to 8), one basic school (1 to 4) and one basic school for children with mental diseases. In Antol - one basic school with 146 students, one basic school in Banská Bela with 161 pupils, one basic school in Štiavnicke Bane with 153 pupils and one in Prencov with 33 pupils.

Secondary education

Secondary education is in the city represented by three schools with technical specialization, one secondary grammar school (general education) and two specialized educational establishments. All secondary schools offer over regional character. From our research shows, that many students who are not from Banská Štiavnica but come here to study, prefer to take the bus and travel 2-3 hours than to stay in Banská Štiavnica. The main cause is that they don't have organized time, they complain, that "there is nothing to do, that the city is empty". The capacity of the dormitories is used only to 25 %. The decrease interest of the students we

notices in polytechnical school which was specialized in mining and metallurgic. Reduction of the production caused, that the students are not interested anymore in this kind of study, because they didn't find the job. Specific needs of education in Banska Stiavnica are in the branches : restoring and museums, environmental study etc.

The structure of the students is following:

- 40% represents the students from Banska Stiavnica
- 60% represents the students from the other parts of the region

Secondary education is in the present time represented by:

- Forestry school (323 students), 4 years study (forestry and ecology)
- Chemical polytechnic (397 students), 4 years study and two years study as a post secondary education (PSE) - chemistry, food, technical information systems, textile technology, restoring)
- Industrial school (466 students), 4 years study and two years PSE - environment, metallurgy, geodezia, geology and mining)
- Secondary Grammar School (460 students) , 4 years study, specialized in languages
- Private Hotel School (app. 100 students), 4 years study
- Apprentice education (330 students)

Free time artistic education is represented by :

- Basic artistic school with departments:
 - painting
 - music
 - drama

About 20 % of absolvents continue in the study at the university, 20% of the students is unemployed , the rest is able to find the job within the region but in the most cases in the different sphere as they have been studied. From this results, the problem of leaving human potential from Banska Stiavnica is apparant.

As the biggest problem the above mentioned schools mentioned: the shortage of qualified teachers teaching the special subject (economy, informatics) and language teachers. Next to this, the obvious problems are with spatial and material equipment and the shortage of the finance.

The analysis of the science- the present situation

After closing down the institutions of Slovak Academy of the Science: landscape ecology centre and geological centre in the Banska Stiavnica territory are now working *Institute of the forestry research*, *private company Ekotrust*, *Institution for education of employees in forest and water source industry* and *Department of the landscape protection*.

Institution for education of employees in forestry and water source industry

- 20 employees
- 2000 people from Slovakia and from abroad are educated annually in this institute and they are becoming informators about Banska Stiavnica and the region
- the aim is to get the synergy in education of the public towards ecology

Institute of the forestry research

- it is a part of Forestry institute in Zvolen
- the result of the research are used in the practise in two levels:

for development of European and slovak forestry science
for development of the slovak forestry

Ekotrust

- 12 employees
- research and consultancy
- landscape ecology planning, using GIS- application GIS method for the space planning

3.2 Assessment of the growing potential

The current situation is remarked with not sufficient material and technical equipment, computers, equipment for the language study and other equipment to give educational process higher quality. This apply especially for the subjects concerning informatics, management, ecology, restoring. Unfavourable is the situation in technical estate of the buildings etc.

On the base of our survey shows that the number of students studying on the secondary schools is lower from year to year. It can be explained by demografical structure of the inhabitants and also because the absolvents of these schools don't find the job according to their study after leaving the school.

Despite the decline in the number of students and the different problems the educational sector has to cope with, the educational sector is judged as a potential growing sector from the results of our field research. To explain this paradox, we have to split this education sectors artificially in two subsectors:

- regular educational offer with fixed curriculum decided by the Ministry of Education
- specialized education al offer based on market demand and region specific regulation for the establishment of requalification courses for unemployed people

The first subsector is not a growing sector (the expectation is that it will be stable at the best).

The second subsector is a potential growing sector . There is a market inside the region , e.g. the language and economy trainings for employees in the BSR companies (the interviewees show the high demand for these kind of vocational trainings) and specific requalification courses for unemployed people for which the national government will provide the budget to educational institutes in the BSR (this has already been done to the Chemistry school).

There is also a market outside the region , if the vocational trainings manage to acquire a national reputation thanks to their quality. If this high quality level will be reached within the next planning period, depends on the quality of organisation, marketing and the quality of the teachers who will have to be contracted from elsewhere, even as far as the USA.

4 Official plans for the education and service sector

According to the report about the Programme of saving and development of Banska Stiavnica made by town hall in october 1996 these tasks concerning tourism /services were emphasized:

For education:

- * create the faculty of furniture design and wooden products from the Technical university in Zvolen
- * support of follow up programme of development of academy of ecology in Banska Stiavnica as a a part of integrated programme of development of science and research
- * creation of new research and scientific institutions in Banska Stiavnica
- * create the faculty of environmental science, management
- * finish the construction of secondary grammar school in Banska Stiavnica
- * build basic school in Drienova estate

For services:

- * work out the project about central bus station in Banska Stiavnica
- * reconstruction of the roads
- * reconstruct an areal for the Centre for the Free time
- * enlarge the bus connection with the region close to Banska Stiavnica region in order to increase the quality and quantity of the services
- * keeping on good estate of the railway station and the railway between Banska Stiavnica and Hronska Dubrava
- * enlarging the bus connection in the city of Banska Stiavnica by minibuses on on the ecological base
- * building parking places
- * cover the territory by telephone networks
- * start general reconstruction of the swimming pool
- * complete the stadion for different kind of sports
- * start reconstruction of several objects in order to change them to the cultural centers
- * building above-regional centre of the culture where activity connected with national heritage could be presented
- * installation of the exposition in Bergericht
- * promote the hospital in Banska Stiavnica to the hospital of district importance
- * reconstruct the settlement JUH in Banska Stiavnica
- * reconstruct the botanical garden
- enlarge the number of the beds in the hospital, create new departments of physiotherapist

SWOT analysis Banská Štiavnica Regional Economy

Sector: *tourism*

strengths	weaknesses
<p><i>landscape</i> one of the most beautiful landscapes in Slovakia. The landscape is friendly and varies in such a manner that it attracts Slovak and foreign visitors at a large scale, many hiking trails</p> <p><i>culture</i> deep root of cultural tradition . Museums, monuments and houses built under various style of architecture are spread out over the region.</p> <p><i>recreation</i> walking, mountain-biking, climbing, skiing, visiting various museums, sight-seeing, architecture. There are hotels, pensions, camping sites and other residence possibilities.</p> <p><i>open minded people</i> the inhabitants have friendly character and are strongly connected with nature: There is a working tradition (even in the weekends)</p> <p>the <i>unique system of connected lakes</i> and all other mining features</p> <p>existence of <i>protected areas</i> in the city and its surrounding</p>	<p><i>close down of factories</i></p> <p><i>the liberty shock</i> people have to find a new way of living . 40 years of the past regime has left its traces in the way people are thinking and acting. Taking on new challenges and making individual decisions will take some time for adjustment for most of the people. Problem: the language barrier, lacking attitude sometimes</p> <p><i>heavy industry-</i> mining, doesn ´t fit very well in this landscape . The appearance and the design of the industrial areas could be improved in this ecological vulnerable and touristical attractive region.</p> <p><i>neglected agriculture</i></p> <p>high <i>pollution level</i> and bad quality of environment in the city centre (busses, brown coal)</p> <p><i>unemployment</i></p> <p>unsatisfactory <i>estate of the technical and social infrastructure</i></p> <p>not sufficient number of <i>accommodation facilities</i></p> <p>bad estate of <i>neglected historical areas</i></p> <p><i>shortage</i> of catering facilities and facilities for entertainment</p> <p><i>deficit in financial and human resources</i></p> <p><i>empty historical core</i> of the city, feeling of neglect and insecurity in the evenings</p> <p>the <i>lack of information</i> and service and touristical and organizational structure</p> <p><i>slow reconstruction</i> of buildings</p> <p>not suitable <i>traffic connection</i> to other regions</p>
opportunities	threats
<p><i>human potential</i></p> <p><i>nature and cultural heritage</i></p> <p><i>mountain tourism</i></p> <p>using <i>geothermal energy</i></p> <p>small <i>wood industry, selling of souvenirs</i></p>	<p><i>not completed reconstruction</i> of technical and social infrastructure</p> <p><i>shortage of drinking water</i> if number of visitors suddenly increase</p> <p><i>missing station for water purification, sewers, electricity, gas, heating</i></p>

SWOT analysis Banská Štiavnica Regional Economy	
Sector: <i>services</i>	
strengths	weaknesses
<p>high number of catering facilities, good quality</p> <p>remark: most of the facilities are small -> not suitable for bus companies</p>	<p>low spending potential of people living in the region</p> <p>presence of shops: special shops e.g. for children missing; existing shops have a limited assortment</p> <p>location of shops: shops are much dispersed, no real concentration in the city centre which could make city life more vivid during the day</p>
opportunities	threats
<p>increasing number of tourists</p> <p>drawing up of development plan for light industry: opportunities for engineering services, architects, researchers, consultants</p>	<p>shops: people leaving the region</p> <p>medical services: closure of bedhouse in hospital under discussion</p>

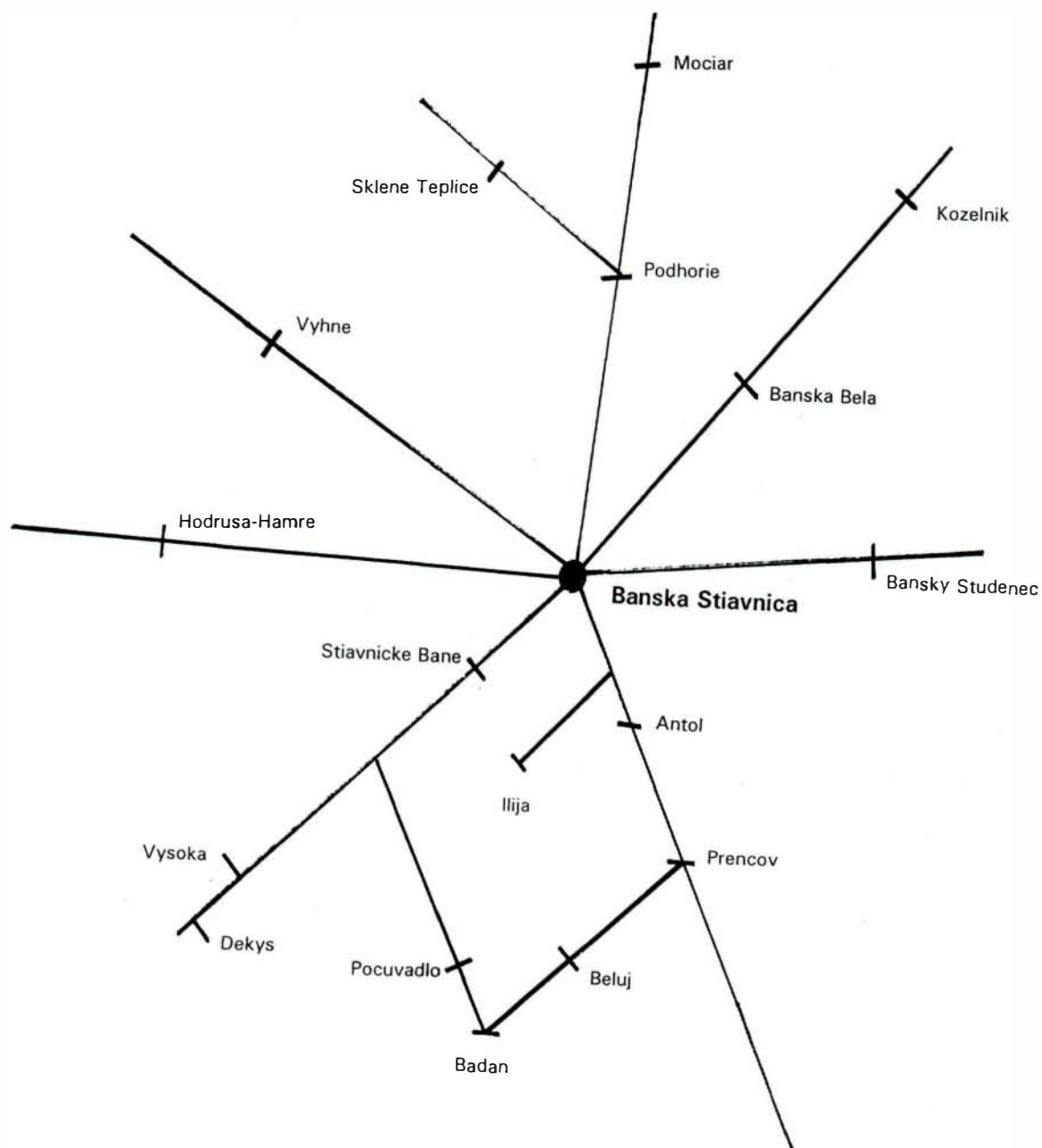
SWOT analysis Banská Štiavnica Regional Economy	
Sector: <i>education</i>	
strengths	weaknesses
history, academic tradition	not enough students problems with the finance problems with the equipment - material shortage of qualified teachers
opportunities	threats
creating jobs for absolvents unemployed people - requalification courses existing educational facilities language courses interest in obtaining western management support	young people leaving Banská Štiavnica little interest from the side of unemployed people to participate in requalification courses little cooperation between companies and Labour office

Part C: Industry and forestry

Katarina Novakova, Banska Štiavnica
trainee, graduate landscape ecology planning

Schematic map of the Banská Štiavnica Region

(scale appr. 1:200.000)



1 General Inventory

1.1 Description of the territory

The region Banská Stiavnica [here after referred to as region] is a micro-region with special function involving the cadastral territory of the town Banská Stiavnica and of the following municipalities: Antol, Badan, Banská Bela, Banský Studenec, Beluj, Dekys, Hodrusa-Hamre, Ilija, Kozelník, Mociar, Pôcuvadlo, Podhorie, Prencov, Sklené Teplice, Stiavnické Bane, Vyhne, Vysoká (*see separate schematic map*).

The specific function of this region is in preserving and optimum use of the natural and cultural heritage.

Banská Stiavnica is situated in the center of the Stiavnické vrchy [hills] which are part of the Stredohorie [mountains of central Slovakia]. Stiavnické vrchy is the largest volcanic mountain range containing minerals and rock from all periods of neo-volcanism. In the "tectonic window" of Hodrusa Vyhne region, older rock strata from the earlier palaeolithic and mesozoic time periods are appearing on the surface. The area is referred to as the "Mecca of Minerals" with more than 150 species of minerals.

On June 11, 1950 by a resolution of the Czechoslovak government Banská Stiavnica was named a Town Monument Reserve for protection of the architectural, nature, technical and archaeological values.

Regarding the conservation of the Town Monument Reserve of Banská Stiavnica as a public responsibility - on a municipal and national as well as a European level - the public income, which depends on the economical activity in the community is of great importance. Stimulating the industry, trade and business of Banská Stiavnica both directly and indirectly must therefore be the most important means of conserving this unique town and its surroundings.

1.2 Socio-economical characteristic

For socio-economical characteristic we use data from 1995. It is impossible at this time to get more recent data [reorganization of district].

Total number of the population:

Total: 17 008
Men: 8 196
Women: 8 812

Population by age categories:

Age:	No. of people
0 - 14	4 098
15 - 59 men	4 983
15 - 59 women	4 559
60 +	3 368
Total	17008

Potential labour force (age categories 15 - 59)

	No. of people
Total:	9 542
Men:	4 983
Women:	4 559

Population by education (excluding age group 0-14):

	No. of people
Without education	202
Basic	5 141
Skilled	3 662
Secondary	3 058
Univer. graduated	847
Total	12 910

Figures of employed and unemployed people within the to potential labour force:

Total potential labour force:	9 542
- employed	4 881
- officially registered unemployed	925
. women: 422	
. handicapped: 191	
. gipsies: 143	
. post graduated: 98	
. young people: 29	
. others: 42	
- others	3 736
e.g.:	
. students	
. handicapped	
. woman at home who do not want to be registered as work expectants	

Registered unemployment rate per 1.1.95:

$$(925 : 9542) \times 100\% = 9,69\%$$

The unemployment rate per 1.1.95 is probably higher if all people without (proper) job who are not registered would be included.

The unemployment rate per 1.1.97 is higher than per 1.1.95 due to recent factory closures (tobacco factory, textile).

These closures affect specially the employment situation for women, because these industries employed mainly woman.

Group structure of unemployed people by age

Age	Unemployed	%
15 - 17	54	6,53
18	46	5,56
19-29	138	16,7
30-40	250	30,26
41-50	255	30,87
51-60	83	10,04
Total	925	100

To point out which age groups are particularly at risk to stay or to get unemployed, we depend on the information from the interviews.

- age groups: < 25, > 50 year
- gender groups: woman
- education groups:
 - without education
 - post graduated university (these people leave and/or avoid the region)
 - miners who are unable to do requalification courses for other jobs, e.g. due to health problems as well as miners who are unwilling to apply for other jobs because of the fact that their security payment is higher than the salary of the available jobs.

Group structure of employed people by economical sectors:

	Year					
Econ. sectors	1990	1991	1992	1993	1994	1995
Industry	3698	2617	2096	1855	1820	1789
[excl. building]						
Agriculture	974	743	778	730	665	613
Building industry	557	276	164	232	219	325
Prod. sphere	733	671	607	577	616	622
[handcraft, etc.]						
Non prod.sphere	1300	1446	1449	1506	1526	1532
(services)						
Total	7262	5753	5093	4900	4816	4881

The previous table shows high decreases of employed people in industry. The cause is in the liquidation process of mining activities [ca 400 employed/1992] in the Banska Stiavnica region and after that stop textile industry [reduced from 1200 jobs in 1992 to ca 50 in 1996 due to recent developments in the market] and closure of the tobacco factory [ca. 400 jobs in 1992].

Group structure of unemployed population by education compared with total population.

Education	Total population		Unemployed		Difference
		(%)		(%)	(%)
No education	202	1,56	23	2,4	+0,84
Basic	5141	39,82	336	36,32	-3,5
Skilled	3662	28,36	347	37,51	+9,15
Secondary	3058	23,68	193	20,86	-2,82
Univ. grad	847	6,56	26	2,8	-3,76
Total	12910	100	925	100	

From this table results an overrepresentation of skilled people in the unemployed population. These are for example miners or handworkers in light industry/workshops. These people need requalification courses according to their possibilities and the chances for a new job within the region or in neighbouring regions.

For the post graduated university population the situation seems favourable but this figure is misleading. These people do not apply at the unemployment office because they know there are no suitable jobs available in the region and they have to be prepared to work in neighbouring regions, e.g. Zvolen (university city).

Inventory of existing social programs:

Figure of support in job - finding:

Year	Sk/year	Difference
1991	319 396	
1993	5 076 258	+ 4 756 862
1995	9 370 535	+ 4 294 277

* Support in job-finding is support for people who are actually trying to find a job. It concerns temporary support and amounts a certain percentage of the salary of the last job.

Figure of existing security payments:

Year	Sk/year	Difference
1991	55 183	
1993	704 993	+ 649 810
1995	974 704	+ 242 711

** Security payments concerns support for social poor people generally. It is not related with job finding activities. It lasts for an undetermined period.

Development in number of jobs per sector 1990-95

	Year					
	1990	1991	1992	1993	1994	1995
Building industry	557	276	164	232	219	225
Industry [excl. building]	3698	2617	2096	1855	1820	1789
Agriculture	974	743	778	730	665	613
Non productive (services)	1300	1446	1449	1506	1526	1532
Other productive [handcraft]	733	671	607	577	616	632
Total	7262	5753	5094	4900	4846	4791

Development in number of jobs 1990 - 1995 (%)

Industry [excl. building]	-55,07
Agriculture	-43,29
Building industry	-33,19
Productive sphere [handcraft]	-23,67
Non-productive sphere (services)	+ 15,27

From this table results, however, results a considerable loss of jobs in all sectors except services.

In the last 1-2 years, certain sectors tend to stabilise or even slightly grow. To show this effect, the figures of 1994-95 are compared in the following table.

Development in number of jobs 1994 - 1995 (%)

Industry [excl. building]	-1,70
Agriculture	-7,82
Building industry	+ 2,74
Productive sphere [handcraft]	+ 2,59
Non-productive sphere (services)	+ 0,39

Figure of unemployed people: Banska Stiavnica district compared with Ziar nad Hronom district.

Rate of unemployed people

	1993	1994	1995
Banska Stiavnica	13,87	13,81	13,81 [%]
Ziar nad Hronom	12,97	14,43	12,53 [%]

No. of unemployed people

Banska Stiavnica	929	925	925
Ziar nad Hronom	5 319	5 915	5 138

No. of work expectants

Women :

Banska Stiavnica	435	422	407
Ziar nad Hronom	2 512	2 941	2 585

Handicapped:

Banska Stiavnica	124	191	218
Ziar nad Hronom	2 512	2 941	2 585

Gipsies:

Banska Stiavnica	107	143	134
Ziar nad Hronom	728	812	856

General conclusion concerning human resources

The decreasing amount of employment in industry points to a rather large capacity for employment in new activities if proper training and financing is established.

2 Industry

2.1 Inventory of existing industries

Industrial activities at the present time are represented by small and medium - size enterprises. The small - size enterprises represent traditional handcraft production and small-scale production of furniture, wood and metal articles.

The medium - size industry represent building trade, mechanical engineering, wood industry and brick industry. These industries are still not all mechanized. Some of them will need capital investment for renovation of technologies.

List of the medium - size industry companies:

COMBINE - building trade, ca. 185 employed, data of establishment - 1992, expanded

STAVASTA - building trade, ca. 100 employed, data of establishment - 1991, expanded

STROJARSKA VYROBA - mechanical engineering [iron structures, steel-framed structures, iron girders etc.], ca. 98 employed, data of establishment - 1992, expanded

AKUSIT - accumulator production [producing car batteries], ca. 250 employed, data of establishment 1992, expanded

DUZINA - wood industry [wood barrels, converted timber, parquet, carved wood, decorations, etc.], ca 160 employed, data of establishment 1992, expanded

DINAS - brick industry [fireproof brick], ca 240 employed, data of establishment 1953.

2.2 Development strategies

Because the industrial policy represents a significant factor in the economic development, the result is concentrated primarily to the support of the following main development directions:

- development of tourism
- support of small and medium - size enterprises
- development of infrastructure

The industrial policy assumes not only the priority development of the mentioned directions, but also their time phasing. The first phase represents primarily the support of tourism and by the profits of industries supported by state the development of small and medium - size enterprises. The priority development directions must go out of local sources and possibilities with the effort for gaining cumulative effects.

The economical prosperity is based on the support of existing companies and on the establishment of new small and medium size ones which are active primarily in the following spheres:

- development of tourism;
- revitalization of the traditional handcraft production and development of industrial arts [smithies, stone - cutters, sculptors, wood carvers, tobacco - pipe production, cask production];
- transfer of Hi-tech technologies into the industrial region, making a connection with research and education;

- projection and building activities in reconstruction of historical monuments.

3 Forestry

3.1 Basic information about forest in the region

The measurement of Banská Stianica forests is ca 5 680 ha. Forestland included cadasters [administrative area] B.Stianica, Hodrusa, Stianicke Bane, Banky, Vyhne, Kopanice, Repiste, Tepla, Sklene Teplice, Bzenica. The forestland is utilized on the bases of forest management plan. The forest management plan is valid for forestland Banská Stianica. The present utilization plan for period 1990 - 1999 and split Banská Stianica forestland to:

- productive forests - are used as wood protection forests
- protective forest - are used as soil and water protection [strong limit for exploitation]
- forests with special function for utilization [limit for exploitation] - school forestland [Kysihybel], town - recreation forestland [Klinger, Paradajs, Bukova] - ca 105 ha.

These categorization is a national standard.

Health conditions of forests

The health conditions of Banská Stianica forest are in this time not suitable for exploitation. On the forest locations are poor rocky soils, elevation of the slopes is high. The main source of surface water are from rain and snow. The management of exploitation forest in Banská Stianica has a long tradition. In this time there is Banská Stianica State Department for forest research, which prepares a programme for forest utilization.

The afforested reserve

The afforested reserve of Banská Stianica forest in the preset time contains 813 000 m³ excluding bark [crust of tree]. The Banská Stianica forests are combined [conifer and deciduous trees]. The basic wood species in forestland are European beech, oak, hornbeam, maple and ash from deciduous and from conifer fir, spruce, pine and larch.

Figures about afforested reserve in the Banská Stianica forestland

Name of forestland	Afforested reserve [m ³]			Average /ha
	decid.tree	conif.tree	total	
Zarnovica	164 408	247 215	411 623	221,8
Hlinik n/Hr.	141 728	161 659	303 387	145,8
B.Stianica	52 313	7 800	60 113	142,2
Kysihybel	16 233	21 734	37 967	160,5
Total	374 682	438 408	813 090	176,9

Economical approximation and possibilities of forests

On the bases of information about forests condition is indicated, that utilization of the forests in Banska Stiavnica as productive forests is impossible. On the bases of condition of the forest, structure and requirement to support all of its functions are very demanding for cultivated arrangement. It is in conflict with productive capacity of Banska Stiavnica forests. The productive capacity is half in compare with mean value.

3.2 Forest management policies.

In the case of previous information we know that productive utilization of forests is impossible for present and future time. The forest has good possibilities for utilization as recreation area, because all categories of forest are accessible for hiking and recreational activities.

The ecologically advisable size of production will determine what kind of production is to envisaged and on what scale that is possible. This should also concern the resource value of the woodlands as a recreational area.

4 Conclusion concerning forestry and industry

The general strategy of the regional development of the town Banska Stiavnica and its surrounding area is a concentrated to the ecologically tolerable economic development of the defined territory. The general strategy finds its tools for implementation of regional development project through the management of financial, marketing, personal and production strategies.

- the financial strategy consists in the strategy of multisource financing with maximum risk diversification and with capital structure of the main link including high share of long credit.
- the marketing strategy is in the dynamic development of the core product with priority concentration to emphasizing the attractive points of the relevant territory. The core product consists in services in tourism sphere.
- the personal strategy is orientated to the change of social structure of the people in the relevant territory and to providing their social security by optimum use of human sources.
- the production strategy consists in the quality optimization of products and services in relation to achievement of customers expectations with own quality system.

SWOT analysis Banská Štiavnica Regional Economy	
Sector: <i>industry</i>	
strengths	weaknesses
<p>existing railway connection</p> <p>low prices of real estate*</p> <p>* compared to other regions interviewees were complaining about <i>high</i> prices</p>	<p>insufficient experience of the management</p> <p>insufficient management support from governmental organizations</p> <p>insufficient condition of technical infrastructure</p> <p>quality of the transport by roads - bad situation of roads</p>
opportunities	threats
<p>labour force [hand workers] available</p> <p>availability of land and vacant buildings for light industry</p> <p>recent establishment of a 'company managers club'</p> <p>interest in obtaining western management support</p>	<p>general shortage of capital</p> <p>difficult and frequently changing regulation and permit procedures for settlement</p>

SWOT analysis Banská Štiavnica Regional Economy	
Sector: <i>forestry</i>	
strengths	weaknesses
<p>climatic conditions</p> <p>attractive for tourism</p> <p>experience with management of forest</p> <p>long tradition of recreation activities in the forestland</p> <p>existing Protective forest as Protected area by state regulation</p>	<p>health conditions of forest</p> <p>environmental condition [soil and air contamination]</p> <p>unsuitable availability for exploitation technology</p>
opportunities	threats
<p>using for education activities</p> <p>using for recreation</p> <p>change productive forest to forest - park</p> <p>change productive forest to protective forest</p> <p>reconditioning of forest after exploitation</p>	<p>illegal economical utilization by private owners for wood production</p> <p>incorrect recreational activities in the forest land</p>

Part D: General conclusions and recommendations

Harm Jan Korthals Altes
(see also part A)

General conclusions and recommendations

The most important result of the research is the identification of the potential growing sectors of the Banská Štiavnica regional economy. This concerns the following sectors:

- tourism;
- education (though mainly in the private sector, which will have to compensate a decline in the public sector);
- services (e.g. retail, engineering, research, consultancy);
- light industries;
- forestry (though not in direct terms of exploitation, only as a strong factor in nature resources for the development of tourism).

The engine of the economy (the "money making machine", as it could be called) will be *light industry*. This sector has to be divided in 3 subsectors:

- small workshops, offices and ateliers: this subsector could increase in number (more ateliers and workshops, which could be established in monumental houses in the city centre, in order to stimulate the repair of buildings as well as a vivid image of the street);
- existing industries (building, machinery, wood production, car batteries, soil purification, fire resistant bricks): these industries can expand and increase their productivity, partly with marketing efforts and capital injections from foreign countries;
- greenfield development of new industrial branches with synergetical effects on existing industries.

The expansion of the 3 subsectors require different development policies, which should be elaborated in the follow up plan.

All the subsectors need different types of management support, which have to be defined and organized yet.

The lack of management support is in this time the most important and growth-hampering weakness of the B.S. economy.

The industrial development policy is partly determined by the *state administration*. This requires the involvement of the national government in the follow up programme.

From a national level, the necessary strong impulse to management support of new and existing industries can be given. Also, at the national level the gates can be opened for marketing and management support from foreign countries. All interviewed companies have expressed a desire for foreign co-operation.

To attract new industries the industrial as well as the residential surrounding have to be improved. These are next to management support the most important weaknesses in the B.S. economy.

The market for industrial land and real estate is *not transparent, nor accessible enough*. This is merely an organizational problem, strongly connected with the lack of management support.

The quality of the residential surrounding, however, is a critical and structural weakness. To attract new industries, who take employees with them from the former location, *decent housing has to be provided*. The management bodies for the post war flat blocks are in a crisis and cannot be charged with this responsibility. The only way to provide decent housing is to make a *strong connection with the monument care policy* of the town administration, together with the local office for the care of monuments. New industries could adopt one or two monumental buildings in the ancient part of the town and change them to apartments for their employees. This policy will as well improve the public security in the streets at night, which is a major weakness in the field of residential quality.

Tourism is a promising growing sector, but investments in the touristical

infrastructure are needed to speed up the growth. Otherwise the region will keep on to attract only one-day tourists and small target groups with specific interest in the region (e.g. mineralogists).

The majority of the investment locations (spa's, lakes, camp sites, bungalows, skilifts) are not located in the ancient town, but in the areas around the villages.

This means the *district administration* has to be involved in the follow up programme. The three levels of governmental administration should cooperate in one new joint organizational body.

On the basis of the results of the research, our recommendation for the follow up programme is:

investigate the possibilities for the establishment of a new joint organizational body, e.g. a Development Corporation inspired on the British model, in which National, District *and* Town administration participate.

In our opinion all parties (also private investors and entrepreneurs) who want to contribute to the economic development of the B.S. Region should bring their interests and means together into this new body. The first step of the body should be the drawing up of an 'Economy Support Development Plan'.

The following questions should be answered in further research:

- do administrations on the three governmental levels recognize the need of the establishment of a new joint organizational body?
- which is according to their opinion the best juridical structure of this body?
- does this choice require new national legislation or is establishment possible within existing Slovak law?
- is new legislation needed to be able to transfer control instruments (such as building and business permissions) to the new body?
- is it necessary to involve private parties (Slovak as well as foreign investment funds) as participants immediately from the start?
- which successive steps have to be taken to establish the body and start its work?
- how can the major characteristics of the body be defined in the field of:
 - tasks and responsibilities?
 - structure of the daily management?
 - financing (structure of the working capital from tax payments, contributions, as well as the structure of the fixed capital, like land and real estate)?
 - P.R. and communication?
 - democratic control?
- which projects can be indicated as suitable pilot projects for the take-off of the new body, in the different growing sectors?

We suggest to split the follow up programme in two parts:

- the *organizational part* for the supervision by the Regional Development Department of the Council of Europe;
- the *technical assistance* part in the field of tourist and residential quality development for the supervision by the Cultural Heritage Department.

APPENDIX 1: accommodation and catering facilities

The list of accommodation facilities:

Hotels:

Grand	46 beds
Salamander	43 beds
Topky	60 beds
Zliebok	44 beds

Pensions:

Tomino	17 beds
Na Šteingrúbni	15 beds
Matej	8 beds
TZ FVU	22 beds
Alzbeta	20 beds
Omad	45 beds
Kami	10 beds
Antolský Mlyn	16 beds
Na kopci	15 beds

Chalets:

Natálka	60 beds
Hron	32 beds
Svitáèik	90 beds
Lodiar	85/125 beds
Oáza	31 beds
Dinas	48 beds
Bacíkstav	38 beds
Duslo	56 beds
Stavbár	59/269 beds
Slovan	46 beds
Klinger	40 beds

Autocampings:

Pocúvadlo	240 places
Štiav. Bane	150 places

Polyfunctional:

Internát SOU	24 beds
Internát SOUL	28/150 beds
Stredisko MVLH SR	100 beds

Private:

EL-Tour	4 beds
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The list of catering facilities:

Restaurants

Pod galériou	140 chairs
Hubert	30 chairs
Ametyst	70 chairs
Barbora	100 chairs
Matej	59 chairs
Na Kopci	99 chairs
Hotel Salamander	80 chairs
Gastro Centre	70 chairs
Grand Hotel	

Bars/Cafés

Pizzeria Soragna	40 chairs
U červeného kohúta	100 chairs
Jaštericky	19 chairs
Biliardový klub	40 chairs
Fam Bar	25 chairs
Esso Marina	40 chairs
U Vojta	40 chairs
Kirgizská cajovna	20 chairs
U Daniela	20 chairs
Kláštorná vináren	80 chairs
Cafe Galleria	

Appendix 2: Questionnaire

Part A General questions

Name of interviewee:

Organization/company:

Address/p.o.box:

Telephone number:

Date of interview:

For companies:

- number of employees:
- date of establishment in the BŠR:

How many years are you involved in:

- establishing/managing of business in the BŠR?

Did you know before about the support which is given by the Council of Europe to the town of Banská Štiavnica to make an economic Development Plan and the Cultural Heritage Programme?

For institutions:

- function of interviewee (generally):
- position of interviewee in respect of Development Plan:

How many years are you involved in planning strategies and policies for the BŠR economy?

General question (for all interviewees)

Do you concern such as a plan as a useful tool for the economy in the BŠR?

Part B Questions concerning SWOT-factors

B.I Nature and culture resources

Do you concern climatic conditions as favourable for the BŠR economy development?

What kind of activity is in your opinion the best for using the forest? And what kind of conditions must be fulfilled?

What kind of activity is the best concerning using the lakes? And what kind of conditions must be fulfilled?

What is your opinion about using natural resources for educational activities?

- Present time:

- In the future:

Which part of the region has the best conditions for agrotourism?

Do you think the spa Sklené Teplice could play a role in the touristic development of the BŠR in the future?

Do you think that revitalisation of mining activities could help to economical increase of the region?

- Existing mining pits:

- New mining pits:

- Recycling waste ore heaps:

What are the necessary conditions for this revitalization of mining activities?

Do you concern the cultural heritage (monuments, museums) as a important 'nature resource' for the development of the BŠR?

B.II Human resources

Do you have any difficulty with finding personal to fulfil vacancies in your company over the last 3 years?

Are these vacancies fulfilled by people from the BŠR?

Does the educational programme of the schools in the BŠR offer the right quality and skills to meet the needs of the companies in the BŠR?

Does the specialised educational programme (for example: specific requalification courses and in-company trainings) meet the need of the companies in the BŠR?

Are there any groups particularly at risk to get or to stay unemployed?

- age groups:
- gender groups: man/woman
- educational groups:

Is there enough support from job agencies to help people with finding a job?

People who are without job because of qualification problems, do you know in which topics (requalification courses) they are interested in?

B.III Infrastructure

Which are the three most important infrastructural factors according to you?

- internal roads
- roads leading to BŠ
- parking space
- telecommunication
- railways
- canalization
- sewers
- drinking water

Are you satisfied with the regional infrastructure?

What do you think about the quality of telecommunication?

What is your opinion about the attainability of BŠ?

What do you think about the quality and quantity of water supply?

How do you see the current situation with pipelines?

For institutions: Do you have plans to increase daily norm of water use (> 300 l/person/day)?

For companies: do you experience any difficulty with water supply?

Does this limit hamper your production process?

Does the unfinished canalization hamper your production process?

How are the possibilities about energy supply (instead of lignit, brown coal)?

Does the railway play a future role in transport of goods?

Is railway as it is now a strong factor or a weak factor?

Does it offer any opportunity for goods resp. tourist transport?

B.IV Industrial housing

Are you satisfied with your present accommodation?

Do you intend to:

- stay?
- leave -> why? Reasons:
- expand?

Are there any problems in the field of commercial housing in the BŠR?

Are there any obstacles concerning the accessibility of the land and real estate market?

Are you satisfied with the availability of land and real estate for expansion?

If yes, for what kind of economic activities?

Are regulations and permit procedures for the settlement of business flexible enough and transparent enough?

B.V Residential surrounding

Do you concern the current environmental situation (air pollution, soil pollution, water quality) as a problem for the residential quality?

Are you satisfied with the housing situation?

Are you satisfied with existing plans for development of housing opportunities?

Are you satisfied with the opportunities for culture and recreation?

About which housing problem is your personal complaining the most?

What do you think about the public transport in the city and the surrounding villages, is there enough service or is there a need to increase it?

Are you satisfied with medical services (doctors, therapists, pharmacy, hospital)?

Are you satisfied with cultural supplies (cinema, theatre, festivals)

Are you satisfied with sports and education facilities? (swimming pool, tennis courts, ski-piste)

Do you think there is a difference of satisfaction between young people and older people concerning the cultural and sports facilities?

Are you satisfied with the shopping facilities?

B.VI Management support

For companies only:

Are you interested in obtaining western style management support?

- consultancy on proposing a business plan
- mediating contacts to potential IV partners
- strategies for marketing

Are you interested in obtaining foreign language courses for yourself and/or your staff members?

Did a commercial training institute ever contact you with an offer for these kind of trainings?

Do you feel a need for substantial improvement of the information supply (about legislation, financial matters, tax, etc.)?

Is this information accessible enough at the moment?

Are you satisfied about your contacts with government institutions at national level?

Are you satisfied about your contacts with the Regional Development Agency for the BSR?

Are you satisfied about your contact with the town hall?

Do you concern tax holidays and/or subsidies as an important factor for the

development of the BŚR economy?

Do you think small enterprises need a special approach and support from the government?

Do you ever meet with colleagues (managers of other firms) to speak about mutual problems and business opportunities?

Do you feel a need for the organization of regular meetings (e.g. once a month) for managers?

Do you think a strong network of business people in the BŚR is a necessary condition for economic growth in the region?

B.VII Summary

Which of the 6 main categories we spoke about is in your opinion most essential for the SWOT analysis and maybe also for the Development Plan?

- B.I Infrastructure
- B.II Industrial housing
- B.III Human resources
- B.IV Management support
- B.V Residential surrounding
- B.VI Nature and culture resources

Which factor within these essential category is in your opinion the most crucial factor, which should be ranked first in the SWOT scheme?

Do you concern this factor as:

- strength/opportunity?
- weakness/threat?

Are there any other factors that should be stressed in the SWOT scheme?

- 1
- 2
- 3

(Note for the interviewer: please state S/W/O/T after each factor mentioned by interviewee.)

Part C Questions concerning the potential growing sectors of the BSR

Questions for companies only

Did your company realise growth in the last 3 years?

Do you employ more people than you did 3 years ago, or the same, or less?
(Note for the interviewer: try to make the interviewee mention an increase/decrease percentage.)

What are essential conditions which should be fulfilled in order to speed up the growth of your business?

Do you think you could create any additional jobs when these conditions are fulfilled?

What kind of people would you like to apply for these additional jobs, by gender, age and education?

- gender: men/women

- age:

- education:

(Note for the interviewer: try to make the interviewee mention the education as precise as possible, not only by level, but also by content.)

General questions (all interviewees)

Which are, in your opinion, potential growing sectors, and why?

Is this expectation based on growth already realised?

Are you worried about potential damage which could be done to nature and culture resources in the case this growth will be realised indeed?

Do you think that the growth can be speeded up in one or more of the sectors you expect to grow?

What conditions are needed for that purpose?

Do you think that the number of schools offering specialised education (concerning growing sectors) is enough in BSR?

Do you think these schools offer a satisfying quality in their educational programme?

Do you think that the number of specific trainings and qualification courses is enough in the BŚR?

Do you think these trainings offer a satisfying quality which meets the needs of companies in the BŚR?

Do you think BŚ has a hidden potential for development of other sectors, of which you would not think of at first sight?

What are in your opinion the biggest obstacles for the future economic development of BŚR?

Part D Questions about the conditions for the implementation of the Development Plan

Should the results concerning from the Development Plan be object for public discussion?

Does the public discussion can help the Development Plan with implementation into practice?

Questions for companies only

Would you like to sponsor the making of the Development Plan?

Where do you see your position or the position of your company in the implementation of the Development Plan?

General questions (for all interviewees)

What do you concern as the most essential condition to give the Development Plan a good start?

- administrative:
- legislative:
- financial:
- spatial:
- managerial:
- social and educational:

Do you concern it important that the institutions/departments which are responsible for actions start to work at the fulfilment of conditions already during the making of the Development Plan?

Do you know or have any existing reports that have to be taken into account for the making of the Development Plan?

Part E Evaluation of the interview

Questions for interviewees

Would you like to see the result of our research?

Would you like to participate on the presentation of the Development Plan?

Would you like to participate on the implementation of the Development Plan?

Do you know any special comments or additional answers concerning this interview?

Questions to be filled in by interviewer afterwards

Which questions/chapters are important for the SWOT-analyse?

Are there any proposals for the Development Plan stated by this interviewee?

(Note for the interviewer: mention specific questions/chapters.)

Duration of the interview: h mins

Value of the interview:

- . questions about nature and culture resources:
- . economic questions (ideas for potential growing sectors):
- . administrative:
- . other subjects/categories:

Appendix 3: List of respondents

Interviews following the entire questionnaire:

P6	Galo Jan / COMBIN s.r.o.
NGO1	Rohac Jan/ Komunitna nadacia
P1	Longaver M./ STAVASTA
P2	Zerola Jaroslav/ EKOTRUST
P3	Ruckschloss / Ruckschloss
S1	Chrenko Juraj / Turisticka informacna kancelaria
S8	Kiovska / DINAS B. Bela
S9	Laszlo Marian / Okresny urad - head of District office
P7	Kanik Ludovit / Kanik a spol. (hotels)
P8	Kravcakova / DUZINA
P9	Bondora Juraj / B-KOMPLET (travel agency)
S10	Steffek Jozef / Regional Development Agency
S7	Breznoscak / Town office Banska Stiavnica
P4	Fabian Jozef / Stiavnicke strojarne
S6	Kavicky Dusan/ Town office - building department
S5	Novotny Dusan / Forestry research institute
S4	Gazdik / Rudne bane
P5	Mudry Peter / EKOTRUST
S3	Klasova [head of department]/ Department for monument protection
S2	Gajdosik Jan / Town office - department for regional planning
P10	Feriancik / AKUSIT
S11	Luptakova / District office for employment

S1 - S11 : state organizations

P1 - P10 : private companies

NGO 1 : non governmental organization

Interviews following limited and specialized questionnaire:

Head of Secondary Schools:

- Forestry school
- Chemistry school
- Secondary grammar school
- Forestry apprentice school
- Polytechnic school

Chief of local Bank office:

- Vseobecna Uberova Banka
- Prva Kommunalna Banka

Appendix 4: literature

- Master Plan Banska Stiavnica Town
- Technical assistance to the Banska Stiavnica (Council of Europe report no 30)
- SWOT-analysis and Development plan for the Pardubice region
- SWOT-analysis and Development plan for the Vsetin region
- Mining activities in the region of B.S.
- Study of quality of forest in the B.S. region
- Strategy of development of B.S. Town
- Strategic Management (General university lectures, H. Slavik).