

LIST OF PROJECTS

TRANSPORT

ENERGY

TOURISM

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71000 Sarajevo, Alipašina 41, Tel: +387 33 65 04 57 e-mail: premijer@fbihvlada.gov.ba



INDICATIVE LIST OF TRANSPORT PROJECTS

SUBMITED PROJECTS FOR 2016

AND

PERSPECTIVE PRIORITY PROJECT

MAP OF TRANSPORT PROJECTS MOTORWAYS



Corridor Vc 2 Motorway Svilaj – Odžak (II faza)

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 27,8 million without VAT

Estimated construction period:

36 months

Project Description

Project is part of Trans European Corridor Vc which connects Port of Ploce in Croatia with Budapest and is part of the South-East Europe Transport Observatory's (SEETO). The total length of Corridor Vc within BiH is around 335 km of which 92 km have been fully built and are operational.

This Project section involves the construction of an approximately 11 km road section of four lane motorway to international standard and represents the northernmost part of the Corridor Vc in Bosnia and Herzegovina. The section starts directly after the future interstate bridge Svilaj over the Sava river and ends at the Odžak interchange, located north of the town Odžak.

Project Status

- Main design has been completed.
- Environmental permit obtained
- Construction permit obtained

Indicative Timetable

- finalizing financial scheme until the end of 2016
- call for proposals in the first half of 2016
- the start of works at spring of 2017

Contractual and financing models

Financed by loans with sovereign state guarantee



Corridor Vc 2 Motorway (Poprikuše - Nemila section)

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 215 million without VAT

Estimated construction period:

36 months

Project Description

Project is part of Trans European Corridor Vc which connects Port of Ploce in Croatia with Budapest and is part of the South-East Europe Transport Observatory's (SEETO). The total length of Corridor Vc within BiH is around 335 km of which 92 km have been fully built and are operational.

This Project section involves the construction of an approximately 11,5 km road section of four lane motorway to international standard between settlement Poprikuše (Žepče south) and Nemila. Section start with interchange Poprikuše (Žepče south), and ends around Nemila settlement.

Main structures on this section are one tunnel (Golubinja 3,5 km) and six bridges.

Project Status

- Preliminary design, Feasibility study, Optimized Preliminary design and Optimized Feasibility study has been completed.
- Environmental permit obtained

Indicative Timetable

- finalizing financial scheme until the end of 2016
- call for proposals in the first half of 2017
- the start of works at spring of 2018

Contractual and financing models

Financed by loans with sovereign state guarantee



Corridor Vc 2 Motorway Nemila – D.Gračanica section

Partners:

Public company
"FBiH Motorways"

Estimated total investment:

€ 142 million without VAT

Estimated construction period:

40 months

Project Description

Project is part of Trans European Corridor Vc which connects Port of Ploce in Croatia with Budapest and is part of the South-East Europe Transport Observatory's (SEETO). The total length of Corridor Vc within BiH is around 335 km of which 92 km have been fully built and are operational.

This Project section involves the construction of an approximately 8,9 km road section of four lane motorway to international standard between settlement Nemila and D. Gračanica.

Main structures on this section are three tunnels and six bridges.

Project Status

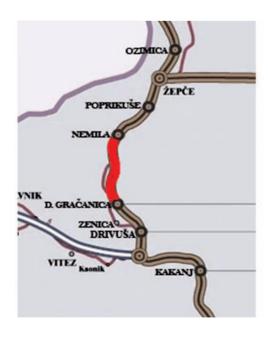
- Preliminary design, Feasibility study, Optimized Preliminary design and Optimized Feasibility study has been completed.
- Preparation of the main design is in progress
- Environmental permit obtained

Indicative Timetable

• Ready for tendering, scheduled in 2017

Contractual and financing models

To be financed by loans with sovereign guarantee



Corridor Vc 2 Motorway Tarčin – Ovčari (Konjic) section

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 365 million without VAT

Estimated construction period: 40 months

Project Description

Project is part of Trans European Corridor Vc which connects Port of Ploce in Croatia with Budapest and is part of the South-East Europe Transport Observatory's (SEETO). The total length of Corridor Vc within BiH is around 335 km of which 92 km have been fully built and are operational.

This section represent a continuation of existing motorways section Lepenica – Tarčin. It is characterized by severe relief-morphological conditions, and it is route with a large number of tunnels and viaducts/bridges. Route passes throught mountain Ivan, populated places Bradina, Zukići and ends in the Ovčari, where it's located and interchange. Length of this section is 18,15 km.

Project Status

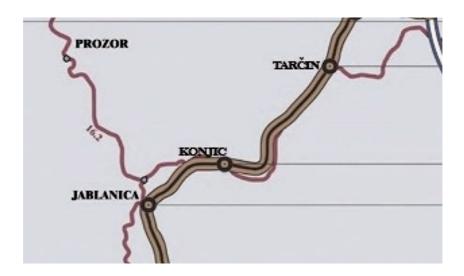
• Main design has been completed

Indicative Timetable

• Schedule for tendering in the 2020

Contractual and financing models

To be financed by loans with sovereign guarantee



Corridor Vc 2 Motorway Ovčari (Konjic) – Mostar north section

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 536 million without VAT

Estimated construction period:

Project Description

Project is part of Trans European Corridor Vc which connects Port of Ploce in Croatia with Budapest and is part of the South-East Europe Transport Observatory's (SEETO). The total length of Corridor Vc within BiH is around 335 km of which 92 km have been fully built and are operational.

This Project section involves the construction of an approximately 35 km road section of four lane motorway with international standards. Section is divided into two subsections: Ovčari – end of tunnel Prenj (Salakovac) and end of tunnel Prenj (Salakovac) – Mostar north.

This section starts in the Ovčari (Konjic) interchange located above national trunk road M 17 and the railroad tracks. The route surrounds the town of Konjic and gradually climbs towards the Prenj mountain. After passing the Prenj tunnel, the route continues north of the Dubrave area above the villages Selišta and Zelanika and gradually descends to the Bijelo Polje area, where the Mostar North interchange is planned.

Project Status

- new optimized preliminary design in progress
- geological site investigating in progress
- Traffic study in progress
- the prepartion of Environmental impact assessment in progress

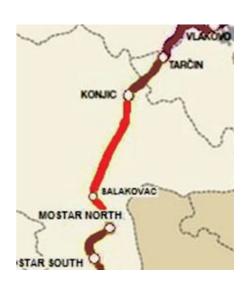
Indicative Timetable

 Schedule for tendering in the second half of 2016

Contractual and financing models

Works shall be excetuded in two main phases:

- Phase 1: Ovčari end of tunnel
 Prenj (Salakovac) -
- Phase 2: end of tunnel Prenj (Salakovac) – Mostar north



Corridor Vc 2 Motorway Mostar north – Mostar south section

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 316 million without VAT

Estimated construction period: 40 months

Project Description

Project is part of Trans European Corridor Vc which connects Port of Ploce in Croatia with Budapest and is part of the South-East Europe Transport Observatory's (SEETO). The total length of Corridor Vc within BiH is around 335 km of which 92 km have been fully built and are operational.

This Project section involves the construction of an approximately 15,4 km road section of four lane motorway with international standards.

This section starts with Mostar north interchange and end before Mostar south interchange.

The main structure on this section are six tunnels and seven bridges. Also one interchange (Mostar north) is located on this section..

Project Status

• Main design has been completed

Indicative Timetable

Schedule for tendering in the 2020

Contractual and financing models

To be financed by loans with sovereign guarantee



Corridor Vc 2 Motorway Mostar south - Buna section

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 168 million without VAT

Estimated construction period: 40 months

Project Description

Project is part of Trans European Corridor Vc which connects Port of Ploce in Croatia with Budapest and is part of the South-East Europe Transport Observatory's (SEETO). The total length of Corridor Vc within BiH is around 335 km of which 92 km have been fully built and are operational.

This Project section involves the construction of an approximately 13,7 km road section of four lane motorway with international standard. Section starts with interchange Mostar south and ends near Rotimski stream (Buna settlement).

Main structures on this section are three tunnels and three bridges. Also, one interchange (Mostar South) is located on this section

Project Status

- Preliminary design and Feasibility study has been completed
- New optimized design solving social and environmental issues under development

Indicative Timetable

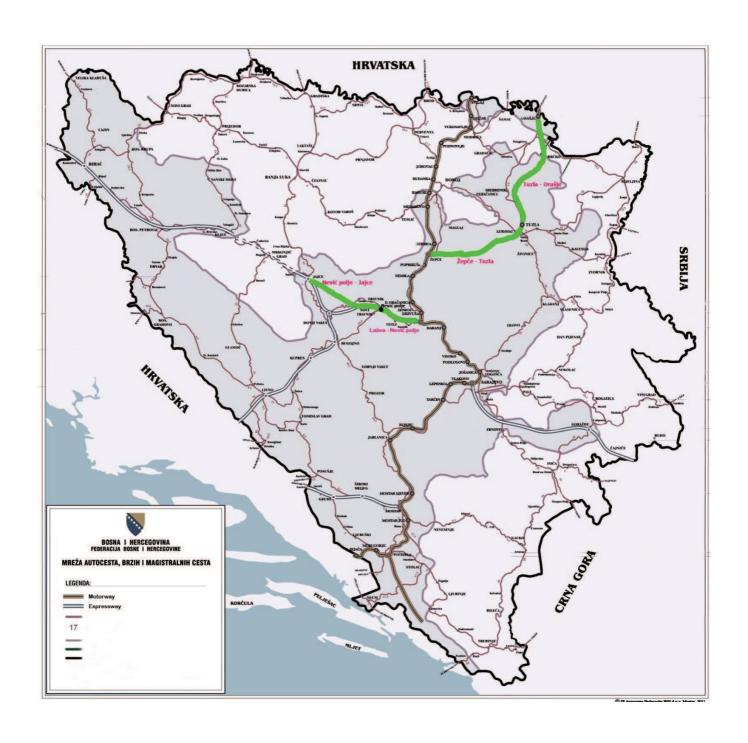
• Schedule for tendering in the first half of 2017

Contractual and financing models

To be financed by loans with sovereign guarantee



MAP OF TRANSPORT PROJECTS EXPRESSWAYS



Expressway Lašva – Nević Polje (Travnik)

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 183 million without VAT

Estimated construction period:

36 months

Project Description

This expressway route is historical roads from the East to the West coming from Serbia through Sarajevo to the Croatia. It is part of TEN-T Core Network. Connecting this expressway with the Corridor 5c, central areas of B&H will get the best traffic link with the Central Europe and Adriatic cost on the South. This Project section involves the construction of an approximately 24 km road section of four lane expressway with international standard between Lašva and Nević polje settlement. Section is divided into three subsection: Lašva-kaonik, Kaonik – Vitez and Vitez – Nević polje
Section starts with conection with motorway on corridor Vc (Lašva interchange) and ends with interchange Nević Polje near town Travnik. Main structures are three tunnels and eighteen bridges and viaducts. On this section are four interchanges (Lašva, Kaonik, Vitez, Nević Polje)

Project Status

- Main design has been completed.
- Feasibility study has been completed.
- · Environmental permit obtained

Indicative Timetable

Ready for tendering, scheduled in second half of 2016

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Contractual and financing models

- construction model: concession model
- Concession term max. 30 years



Expressway Nević Polje (Travnik) - Jajce

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 550 million without VAT

Estimated construction period:

42 months

Project Description

This expressway route is historical roads from the East to the West coming from Serbia through Sarajevo to the Croatia. It is part of TEN-T Core Network. Connecting this expressway with the Corridor 5c, central areas of B&H will get the best traffic link with the Central Europe and Adriatic cost on the South. This Project section involves the construction of an approximately 51 km road section of four lane expressway with international standard between settlement Nević polje and town Jajce.

Project Status

Conceptual design

Indicative Timetable

• Ready for tendering, scheduled in second half of 2016

Contractual and financing models

To be defined



Expressway

Žepče – Tuzla

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 511 million without VAT

Estimated construction period:

42 months

Project Description

Interest group Euroregion Dunav – Sava- Drava developed the idea, construction of the road communication which will connect Tuzla – Osijek – Pećuh. The realization of this idea is set as primary imperative. This projects provides the construction of motorway with the aim of linking road communication from north-east of Bosnia and Herzegovina, which contains most important concentration of economic and human resources in the country, with Dunav-Sava-Drava region.

This section represent a continuation of section Tuzla – Orašje, and start of the route is ih the village Mihatovići. Route passes throught places Lukavac, Zavidovići and get to Žepče where it's located and interchange of Corridor Vc

Project Status

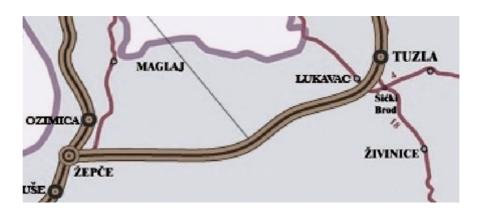
- preliminary design in progress
- geological site investigating in progress
- Traffic study in progress
- the prepartion of Environmental impact assessment in progress

Indicative Timetable

• Ready for tendering, scheduled in second half of 2016

Contractual and financing models

- Concession model
- Ready for tendering with yellow FIDIC.



Expressway

Tuzla - Orašje

Partners:

Public company "FBiH Motorways"

Estimated total investment:

€ 635 million without VAT

Estimated construction period:

48 months

Project Description

Interest group Euroregion Dunav – Sava- Drava developed the idea, construction of the road communication which will connect Tuzla – Osijek – Pećuh. The realization of this idea is set as primary imperative. This projects provides the construction of motorway with the aim of linking road communication from north-east of Bosnia and Herzegovina, which contains most important concentration of economic and human resources in the country, with Dunav-Sava-Drava region.

This Project section, Tuzla – Orašje, involves the construction of an approximately 61 km road section of four lane motorway with international standards. Section starts in Orašje (Šićki Brod) and the route surrounds Orašje, Brčko, Majevica and then coming to Tuzla.

Project Status

- preliminary design completed
- geological site investigating completed
- Traffic study completed
- the prepartion of Environmental impact assessment completed

Indicative Timetable

Ready for tendering with yellow FIDIC.

Contractual and financing models

• Concession model





INDICATIVE LIST OF ENERGY PROJECTS

SUBMITED PROJECTS FOR 2016

AND

PERSPECTIVE PRIORITY PROJECTS

MAP OF ENERGY PROJECTS



Thermal Power Plant Tuzla – Unit 7

Partners:

JP Elektroprivreda d.d. - Sarajevo

TPP

450 MW

Estimated total investment:

€ 795 million

Estimated construction period:

5 years

Basic parameters

Location Tuzla (location of existing plant)

Type Cogeneration unit with pulverised coal burning and ultra-critical

parameters 275/56 bar; 600/610 °C

Installed power 450 MWel / 320 MWth

Generation per year 2,756 GWh

Fuel lignite 9,500 KJ/kg Fuel consumption 2.3 million t/year

Goals and expected effects

- Increase of production capacities and replacement of old low efficient units
- Efficiency increase
- Emission reduction
- Higher share of combined production of electricity and heat
- Contribution to local economy

- Preliminary design and investment program
- Environmental permit
- Negotiation for financing and EPC contract



Thermal Power Plant Kakanj - Unit 8

Partners:

JP Elektroprivreda d.d. - Sarajevo

TPP

300 MW

Estimated total investment:

€ 540 million

Estimated construction period:

5 years

Basic parameters

Location: Kakanj (location of existing plant)
Type: Cogeneration unit with CFB or

pulverised coal burning and subcritical

parameters 167 bar; 566 °C

Installed power: 300 MWel / 300 MWth

Generation per year: 1,755 GWh

Fuel: Brown coal 12,874 KJ/kg

Fuel consumption: 1.4 million t/year

Goals and expected effects

- Increase of production capacities and replacement of old low efficient units
- Efficiency increase
- Emission reduction
- Higher share of combined production of electricity and heat,
- Contribution to local economy

- Preliminary design and investment program
- Environmental impact assessment
- Environmental permit



Hydro Power Plant Ustikolina

Partners:

JP Elektroprivreda d.d. - Sarajevo

HPP 60 MW

Estimated total investment:

€ 140.7 million without VAT

Estimated construction period:

4 years

Basic parameters

Location: Ustikolina, Goražde, River Drina Type: Run-of-river, plant inside dam

Installed power: 60 MW Generation per year: 236.80 GWh

Goals and expected effects

- increased production capacities based on renewable sources
- contribution to the total decrease in CO₂ emission
- contribution to local economy

Cost structure (€ million)

Civil works: 60.44 Equipment: 64.50 Other costs: 15.76 **Total:** 140.70

- Feasibility study prepared in 2002, Preliminary design without investigation works
- Precondition: acceptance by local community
- Necessary to preform investigation works and update preliminary design





Hydro Power Plant Babino selo

Partners:

JP Elektroprivreda d.d. - Sarajevo

HPP

5 MW

Estimated total investment:

€ 15.3 million

Estimated construction period:

4 years

Basic parameters

Location: Babino selo, River Vrbas Type: Run-of-river, derivation

Installed power: 5 MW Generation per year: 25 GWh

Goals and expected effects

- increased production capacities based on renewable sources
- contribution to the total decrease in CO₂ emission
- contribution to local economy

Cost structure (€ million)

Civil works: 7.6 Equipment: 6.5 Other costs: 1.2 Total: 15.3

Current status of preparatory activities

• Feasibility study in preparation



Hydro Power Plant Kovanići

Partners:

JP Elektroprivreda d.d. - Sarajevo

HPP

9,3 MW

Estimated total investment:

€ 24,5 million

Estimated construction period:

4 years

Basic parameters

Location: Kovanići, River Bosna

Type: Run-of-river, plant inside dam

Installed power: 9,3 MW Generation per year: 46 GWh

Goals and expected effects

- increased production capacities based on renewable sources
- contribution to the total decrease in CO₂ emission
- contribution to local economy

Cost structure (€ million)

Civil works: 10.8 Equipment: 11.3 Other costs: 2.4 Total: 24.5

Current status of preparatory activities

• Feasibility study in preparation



Wind Farm Vlašić - Travnik

Partners:

JP Elektroprivreda d.d. - Sarajevo

WIND

48 MW

Estimated total investment:

€ 65 million

Estimated construction period:

3 years

Basic parameters

Location: Vlašić, Travnik
Type: Windfarm
Installed power: 48 MW
Generation per year: 120 GWh

Goals and expected effects

- increased production of capacities based on renewable sources
- contribution to the total decrease in CO₂ emission
- contribution to infrastructure development
- contribution to local economy

Cost structure (€ million)

Civil works: 5 Equipment: 65 Other costs: 5 **Total 75**

- Feasibility study including environmental impact report and preliminary design in finalisation stage
- · Concession obtained



Wind Farm Bitovnja - Konjic

Partners:

JP Elektroprivreda d.d. - Sarajevo

WIND

60 MW

Estimated total investment:

€ 75 million

Estimated construction period:

3 years

Basic parameters

Location: Konjic, Bitovnja
Type: Windfarm
Installed power: up to 60 MW
Generation per year: 150 GWh

Goals and expected effects

- increased production of capacities based on renewable sources
- contribution to the total decrease in CO₂ emission
- contribution to infrastructure development
- contribution to local economy

Cost structure (€ million)

Civil works: 6 Equipment: 63 Other costs: 6 **Total 75**

- Available measurement results for three years
- Prefeasibility study prepared
- Pre-assessment of environmental impacts
- Acceptance by local community
- In the process of concession obtaining



Wind Farm Medveđak - Bihać

Partners:

JP Elektroprivreda d.d. - Sarajevo

WIND

40 MW

Estimated total investment:

€ 50 million

Estimated construction period:

3 years

Basic parameters

Location: Bihać, Medveđak
Type: windfarm
Installed power: up to 40 MW
Generation per year: 96 GWh

Goals and expected effects

- Increased production of capacities based on renewable sources
- contribution to the total decrease in CO₂ emissions
- contribution to infrastructure development
- contribution to local economy
- Energy independence of the Unsko-Sanski Canton area

Cost structure (€ million)

Civil works: 4
Equipment: 40
Other costs: 6
Total: 50

- Available measurement results for four years
- Prefeasibility study prepared
- Pre-assessment of environmental impacts
- Acceptance by local community
- In the process of concession obtaining



Gas pipeline – South interconnection Novi Travnik (BIH) – Zagvozd (CRO)

Partners:

BH Gas d.d.

Estimated total investment:

€ 102 million

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diperiodrajevo

3 years

HEATING

400 MW_{th}

Estimated total investment:

€ 135 million

Estimated construction period:

3 years

Basic parameters

Location: Novi Travnik (FBiH) – Zagvozd (Croatia)

Optional addition: Posusje - Mostar

Type: Gas pipeline

20 inch, 114 km 16 inch, 48 km

Fuel: Natural gas Capacity 1 blln m3

Goals and expected effects

- Independent supply of FBiH of natural gas
- Optional installing of gas thermal plant
- Emission reduction
- Higher share of combined production of electricity and heat,
- Contribution to local economy

Current status of preparatory activities

Feasibility study



District heating pipeline Kakanj - Zenica

Partners:

JP Elektroprivreda d.d. - Sarajevo

HEATING

 $150 \, MW_{th}$

Estimated total investment:

€ 73 million

Estimated construction period: 3 years

Basic parameters

Location: Kakanj - Zenica
Type: DN700, 33 km
Capacity: 150 MW_{th}
Energy per year: 300 GWh

Goals and expected effects

- improvement of the existing inefficient district heating system
- increase of production capacities and replacement of old low-efficient units
- efficiency increase
- emission reduction
- higher share of combined production of electricity and heat
- contribution to local economy
- pollution reduction of Zenica City

- Feasibility study prepared
- Precondition: acceptance by Zenica City







TOURISM AND REAL ESTATE PROJECTS

SUBMITED PROJECTS FOR 2016

AND

PERSPECTIVE PRIORITY PROJECTS

Korea - Mixed Use Complex in Sarajevo

Estimated total investment: € 65 million

Return on investment: in 10th year of operation

Sales value: € 8 million



Planned mixed use complex in Sarajevo will be positioned as a new hub of business and a meeting point for local people, providing enterntainment and fine dining.

This will be the first multifunctional complex in a wider zone called Korea, that will develop its character as a new vibrant business and housing district



Korea- Mixed Use Complex in Sarajevo

The site for the proposed multi use complex is situated within the city area New Sarajevo (Novo Sarajevo), in the wider zone that will be the subject of urban renewal since presently this is the area with obsolete former industrial structures, distribution centres and large grocery markets.

The site is approximately 2 to 3 km to the city centre 8 km away from the airport. The size of the plot is approx. 10.000 m2, in form of narrow triangle form.

Due to the favourable location of the whole zone which is approx. 2-3 kilometres away from strict city centre, all available infrastructure in place, with good road access, it is to expect that the zone will be regenerated in a vibrant mix of business district and housing area in the future.

Planned mixed-used is structured as a multifunctional centre of total 86.281 m2 GDA, which will accommodate:

- office space for different type of users, providing solutione for the variouse market needs (collaborative offices, single offices, dividable offices space)
- retail shops and service
- cluster of distinctive hospitality outlets thematized restaurants, bars and cafeteria, for dining and beverages during the day (attracting business people from the complex and surrounding area) and during the evening (for local population)
- garage, 517 garage places for users of business centre and for public purposes
- conference/event centre for meetings, conferences and cultural / entertainment events and banquets (especially weddings) of different size and type
- residential part (including luxury apartments connected with hotel)
- hotel (tower),12.000 m2 GDA, upper mid to upscale hotel mostly for business guests (individual and conferences), but also for leisure groups, with luxury apartments for sale and rental.
- Planned mixed-use complex which is the subject of this Report will be one of the first greenfield developments within the wider zone, thus enabling the owner to make first mover advantage

Hotel Neretva in Mostar



Return on investment: in 9th year of operation

Sales value: € 3 million



Hotel Neretva is situated in the centre of Mostar, an the bank of Neretva river. This hotel building, originally build in 1892 in Pseudo-Moorish style, is at the moment ruined (because of the demolition during the war in the beginning of 1990-ties) andended for reconstruction.

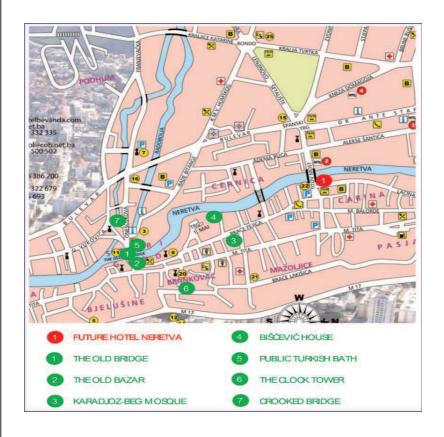
Since the building is a listed historic monument of Bosnia and Herzegovina, its dimensions cannot be altered, but the interior is to undergo significant changes to meet the demands of today's market.

Hotel Neretva used to be very popular meeting place of local population (at its cafeteria with the terrace overlooking river Neretva, its restauants, and its banquets).



Hotel Neretva in Mostar

Plot size is 2,440 sq m. Net developed area of the planned hotel building is 5,191.51 sq m. The hotel building has six floors: two underground floors, one ground floor and three floors above ground.





Hotel Igman

Partners:

KJP "ZOI 84"

Price:

€ 2,5 million without VAT

Estimated construction period:

Project Description: before devastation

The total capacity of 350 beds includes 162 rooms and 3 suites.

There is an annex next to the hotel with 150-beds capacity.

Complementary facilities include: Indoor swimming pool, discotheque, cinema, cafeteria, cocktail lounge with a gallery, "fireplace" hall, bowling alley, saunas, ski equipment store, room with service shop, gym, boutique shops, exchange kiosk, PTT, pinball parlor, and a block of sports-recreation play grounds near the hotel.

An approximate net area of the hotel is 16,000 m2.

Total square footage: 40.653,00 m2 Hotel and annexes: 14.747,04 m2

Price:	HOTEL:	
• € 2,5 price includes: all permits, connectors, regulatory plan which prohibits construction in the vicinity of the site Traffic study.	level «-1» level «0» level «1» level «2» level «3» level «4» level «5» level «6» Total:	638,51 m2 4.005,76 m2 2.276,48 m2 1.554,53 m2 1.309,87 m2 1.298,46 m2 1.342,13 m2 527,31 m2 12.953,05 m2
	ANNEXES:	
 Distances: Sarajevo – 25 km Airport – 17 km 	Ground floor I. floor II. floor Attic	419,35 m2 527,82 m2 573,14 m2 273,68 m2
• Ski slopes – 3 km	Total:	1.793,99 m2







Hotel Skenderija - Sarajevo

Partners:

KJP "Skenderija"

Price:

€ 79 million

Public private partnership or Concession:

Location and Project Description:

ComplexCentre "Skenderija" is located in Sarajevo city centre, on the left bank of Miljacka river. The Hotel will be located in the north-western part of the complex "Skenderija", on the north along street Terezija, and on the west side along the street of Tekija.

This project proposes construction of five star Hotel, renovation of Skenderija's plateau (square) and Ice Hall restoration.

- Construction of 5 star Hotel

The total gross building area of hotel: app. 19.000 m2

The height: 17 floors The layout area: 1,200 m²

The capacity: 700 beds (app. 220 rooms)

Garage: 150 parking places

Conference rooms, Restaurants and Entertainment facilities

- Ice Hall Restoration

Restoration of the Ice hall of 3.262 m² would be done in order to retain multifunctionality of Ice hall, i.e. to provide space for all sports: basketball, handball, volleyball, soccer, fighting sports, fitness, ice surface for skating sports, bowling,etc

- Renovation of Skenderija's plateau (square)

The plateau covers an area of $9,000~m_2$ and it is planned to be redesigned with paving, fountains, benches, flower pots, clock, billboards, sculptures - memorials, etc

Price:

Hotel € 57 milion
Ice Hall € 15 milion
Plateau € 15 milion

Contractual and financing models

Public private partnership or Concession