



DEVELOPMENT STRATEGY
VINNYTSIA  **2020**

- ✓ comfortable
- ✓ innovative
- ✓ european city
- ✓ regional center



1. INTRODUCTION



«Vinnytsia 2020 Development Strategy
is ownership of all citizens»

A handwritten signature in black ink, which appears to read 'Groisman'.

Vinnytsia Mayor
Volodymyr GROYSMAN

Nowadays, Vinnytsia is facing with the challenging future in the global process of social and economic changes, and toward establishment of more democratic society.

In this context, the most significant problem for Vinnytsia is **determination of transition path from the post-Soviet city to the modern European city**. This is the main reason of searching for a new strategic vision of the city development.

The Soviet city planning policy was completely focused on the needs of industrial economy. Typical model of urban structure was based on a strict approach to functional zoning of the city territory. This approach envisages a clear distinction between residential areas with the typical complex of multi-storey buildings on one side and with industrial sites on the other side, providing bonds between them.

Such non-dynamic and industrialized settlements forced citizens to live in a simple circle “apartment-job-apartment”. As consequence of these facts, post-Soviet cities are still not able to provide for their citizens with comfortable living conditions. Mostly, such cities have no historical city centres, and level of cultural, leisure and infrastructure development is still insufficient.

The modern European cities are guided by a totally different approach to the urban development, based on principles which are ensuring high quality life standards and decent working conditions for its citizens. European cities are trying to create a sense of belonging to a community by sharing a responsibility for the city development and taking care about security and equal opportunities for all citizens. Vinnytsia strives to implement this model.

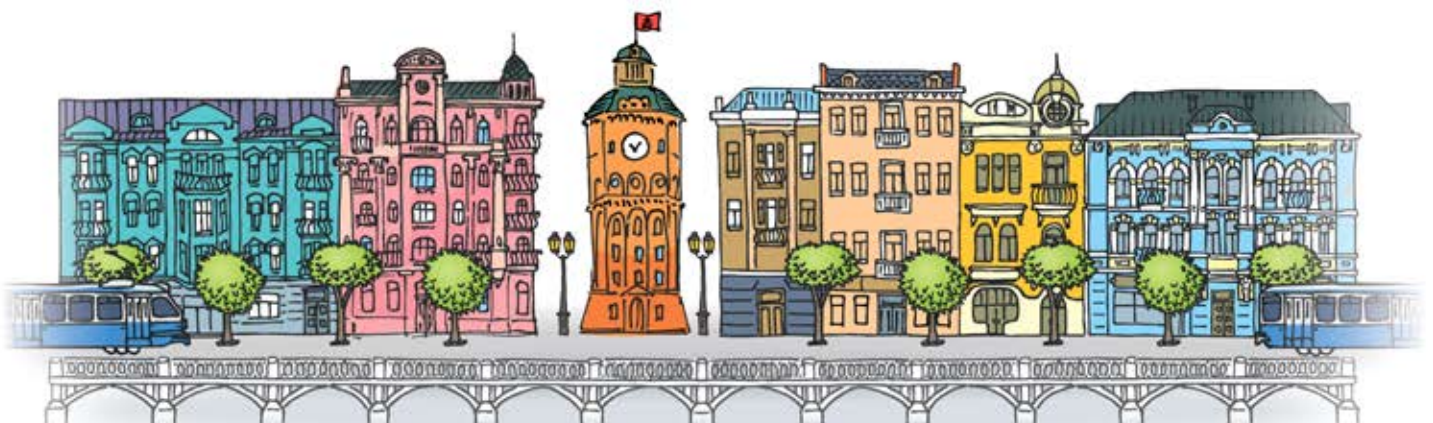
But, there are also more reasons for making this strategic document, it is related to the globalization, the competitiveness of the city, direction of economic development, strengthening the democratization of society in terms of the rights of individuals and interest groups to have a choice and influence in the city development process.



Vinnytsia 2020 Development Strategy represents new ambitious development goals which show a **way for achievement of sustainable future for Vinnytsia as dynamic and creative city for working and living**. The city development strategy has an intention to transform Vinnytsia into a modern European city which requires a fundamental change in approach to all areas of its life. Therefore, it is essential to achieve a clear consensus inside the community on issues related to a long-term vision and development priorities.

In the city development process, local governments play an important role. The strategy is the main guideline for city authorities for achievement of strategic objectives. Moreover, the involvement of wide range of stakeholders within their respective areas of responsibility shall be necessary. Stakeholder's inclusion shall inspire and motivate local community actions and contribute to the fact that the **Vinnytsia 2020 Development Strategy is ownership of all citizens**.

The Vinnytsia 2020 Development Strategy is based on the Strategic Plan for Social and Economic Development, elaborated in 2006, and the Concept of Development Strategy "Vinnytsia — 2020", elaborated in 2010, taking into account many other local strategies developed in recent years. This new strategy has intention to activate all available development potentials of Vinnytsia, and to open a new page in city development. This is for the benefit of all Vinnytsia citizens, who are interested in creation of the European city and who have wiliness to be responsible for good management of the development of their city.





2. GENERAL INFORMATION ABOUT VINNYTSIA

Vinnytsia is one of the biggest cities of central part of Ukraine, administrative and territorial centre of Vinnytsia region. The City was founded in year 1363. It is the City with a long tradition and history, located at the crossroads of economic, social and geopolitical meridians of Ukraine. The City is one of the most attractive locations for investing with an industrial and high scientific potential, good transport infrastructure, banking system and with good business climate. Total area of the City is 68,68 km² and the population is 371.4 thousand inhabitants (2012).

Vinnytsia is 258 km away from the capital of Ukraine, Kyiv City. The City is characterized by good road and rail connections to all regions of the country, and to the ports of the Azov and Black Seas. The airport "Vinnytsia" (Gavrishovka) is located 7.5 km away from the train station Vinnytsia in the East.

Vinnytsia is developing as an industrial and administrative centre of the region, connected with other regions of the state. In the City there are representation offices of the central government: the Territorial Management Accounting Chamber of Ukraine in Vinnytsia, Zhitomir, and Kirovograd and Khmelnytsky regions; the Air Force Command Headquarters of the Military Forces of Ukraine; the Consulate General of the Republic of Poland and the Coordinating Centre office of Euro-region "Dniester".

The industrial sector is represented with more than 50 major companies that are producing a wide range of industrial products: JSC "Vinnytsia Confectionery Factory", JSC "Vinnytsia oil and fat plant", LLC "Barlinek - Invest", JSC "Vinnytsiabytkhim", LLC "Agrana Fruit Ukraine", SUIPP Ltd. "Sperko-Ukraine" and others. Sales volume of industrial products in 2012 was near 840 million USD.

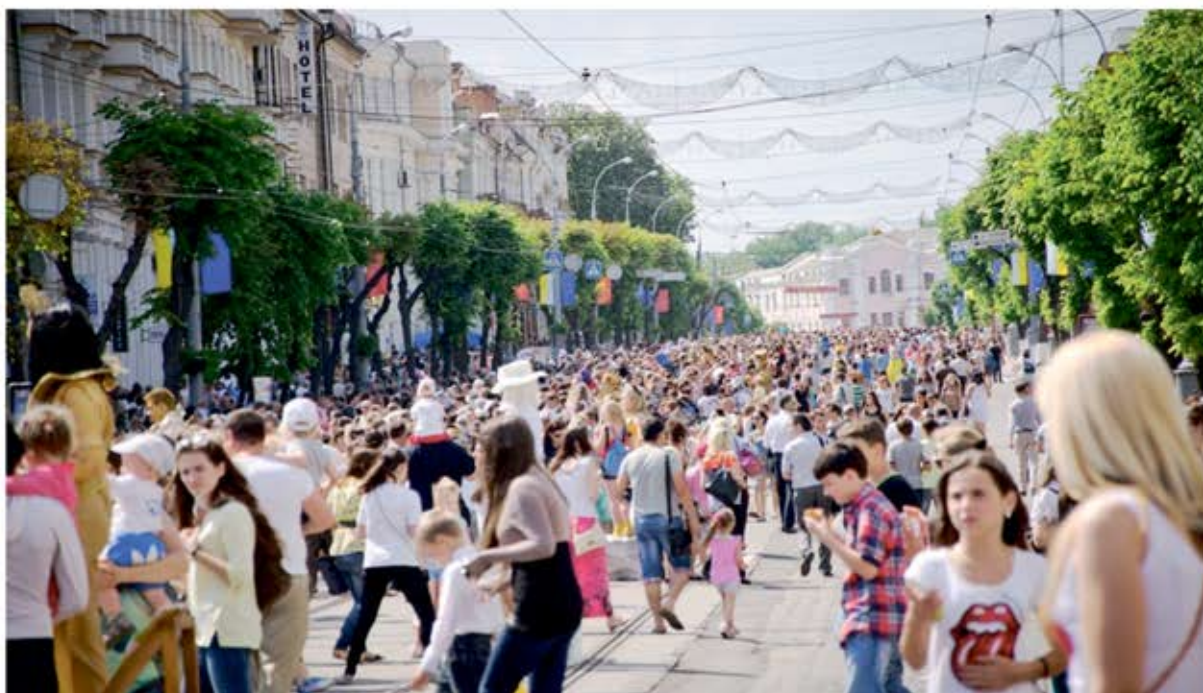
The communal infrastructure of the City includes the heating system network (261,06 km), water supply system network (574,9 km) and sewerage system network (575,2 km), electric power supply network and public lighting system (with 19.263 light points). Utility services are provided by specialized companies such are: ME "Vinnytsiamiskteploenergo", SE "Teplocomunenergo "Mayak", ME "Vinnytsyaoblvodokanal" and ME "Vinnytsiaoblteploenergo". Vinnytsia is characterized by developed transport infrastructure. The total length of roads is 356 km with 22 road bridges and pedestrian bridges, three of which are large one`s across the river Southern Bug.

Almost 90% of the working population uses public transport. Annually, average, public transport in Vinnytsia carries over 170 million of passengers. The public transport network includes 5 tram routes, 14 trolleybus routes, 9 bus and 29 taxi routes. The main resource of energy for public transport is electric energy which covers more than 70% of total traffic energy consumption.



Today, Vinnytsia is actively developed and as an educational and medical centre. The City is known by its medical, technical, educational and agricultural high schools. The educational system includes: 13 higher education institutions, 40 general education institutions (37 owned by the City), 55 pre-school education institutions (47 owned by the City) and 3 extra-curriculum educational institutions. The health care system in the City is represented with 40 healthcare and medical institutions and 15 of them are owned by Vinnytsia. The City has a developed network of private medical institutions.

Vinnytsia is also the cultural centre of the region. There are 139 different cultural and art institutions that offer wide range of activities and events. Main attraction of the City is the Water Tower Square and music fountain which is the largest in Ukraine. Among other attractions there are National estate museum and burial vault of outstanding surgeon Mykola Pirogov, House of A. A. Brusilov, and religious objects and fortifications from 17/18 century and reminders of Hitler's secret residence - "Wehrwolf". Not far from the modern city centre is the old Jewish quarter - Jerusalemka. The Vinnytsia famous people: are Mykola Ivanovich Pirogov (Russian surgeon and anatomist), Pyotr Ilyich Tchaikovsky (Russian composer), Mykola Dmytrovych Leontovych (Ukrainian composer), Mykhailo Mykhailovych Kotsyubynskij (Ukrainian writer), Selman Waksman (microbiologist, Nobel Prize winner) and others.





3. PEST- AND SWOT- ANALYSIS

PEST- analysis

POLITICAL FACTORS

Opportunities:

- ▶ Further improvement of the system of direct elections of local self-government;
- ▶ Acceleration of transition processes in Ukrainian society;
- ▶ Expansion of connections of Ukraine at interstate level (European Neighbourhood Policy, the Eastern Partnership, the Energy Community, CEFTA¹...);
- ▶ Perspectives of EU integration process in Ukraine.

Threats:

- ▶ Local government reduction of competencies;
- ▶ Undeveloped sector of CSOs;
- ▶ Lack of political stability;
- ▶ Unfinished reform of local self-government and administrative-territorial reform;
- ▶ Incomplete development of effective rule-of-law state, including the fight against corruption;
- ▶ Unfavourable visa regime for Ukrainian citizens.

ECONOMIC FACTORS

Opportunities:

- ▶ The impact of globalization regarding moving of the industry in regions and countries with lower production costs;
- ▶ Further development of capital markets and financial markets in Ukraine;
- ▶ Presence of constant positive conjuncture at world food markets;
- ▶ Deregulation and de-monopolization in the key areas of economic activity;
- ▶ Increase of demand for inter-regional logistics centres.

Threats:

- ▶ Non-stable monetary policy;
- ▶ The low purchasing power of the population;
- ▶ Remaining of "grey" economy and unfair competition;
- ▶ Large administrative barriers to business and lack of incentives for business development;
- ▶ Problematic image of Ukraine in international business environment and low level of foreign direct investment as a consequence;
- ▶ The development of an entrepreneurial culture.

¹ CEFTA – Central European Free Trade Agreement

SOCIAL FACTORS

Opportunities:

- ▶ Revival of economic development and improvement of living standards as a consequence;
- ▶ Solving the problem of unemployment;
- ▶ Spreading and development of aid institutions system for vulnerable groups of the population at national level;
- ▶ The development of foundations of local communities, philanthropy and corporate social responsibility.

Threats:

- ▶ Low level of social protection for a wide range of population;
- ▶ The growth of social stratification of the population;
- ▶ Lack of financial independence of young people and low level of housing for young families;
- ▶ A high rate of hidden unemployment;
- ▶ The prevalence of crime and corruption.

TECHNOLOGY FACTORS

Opportunities:

- ▶ The intensive development of information - communication technologies;
- ▶ Demonstrated tendency to use the Internet and e-business;
- ▶ Introducing of the electronic government technologies at state and local levels;
- ▶ Constant renewal of management standards and technological standards;
- ▶ A raising level of requirements to protect the environment;
- ▶ Acquisition of technological advances through foreign direct investment;
- ▶ Lifelong learning needs which are caused by fast technological changes.

Threats:

- ▶ Technological obsolescence;
- ▶ Low level of stimulation for introduction of innovative technologies;
- ▶ Lack of skilled personnel in the restructuring of industry and service facilities in all economic and social areas;
- ▶ The education system is not compliant with the latest technical and technological requirements for rapid development;
- ▶ Strategy of "rejuvenation" in developed countries and brain drain of qualified staff.



SWOT- analysis

STRENGTHS

- ▶ Geographic location of the City and its potential as a regional, administrative, economic, cultural, educational and health care centre;
- ▶ High level of political stability on regional level;
- ▶ An effective and transparent functioning of the City Administration;
- ▶ Effective system of administrative services represented by the system of the Transparent Offices;
- ▶ Concentration of national, interregional and international institutions in the City;
- ▶ Sustainable partnerships in Ukraine and city's international relations;
- ▶ The network of organizations and institutions necessary for the successful functioning and development of the City with considerable scientific potential;
- ▶ Resolved part of the capital infrastructure needs (road networks, water supply system, a landfill, airport, railways);
- ▶ Relatively stable environmental situation;
- ▶ Intensive industry activities;
- ▶ Availability of land ("Brownfields" and "Greenfields");
- ▶ Positive natural increase of population with a large proportion of young people in the population;
- ▶ High level of education of the work force;
- ▶ Increasing local patriotism and social motivation.

WEAKNESSES

- ▶ Incompatibility of long term spatial plans and urban planning documents with modern European standards;
- ▶ Rather high density of urban environment, lack of "free space" territories;
- ▶ Unsatisfactory regulatory framework for natural monopolies in utilities at local level;
- ▶ Out-dated communal infrastructure;
- ▶ Lack of development in public transport;
- ▶ Relatively high energy consumption and low energy efficiency;
- ▶ Lack of environmental management system;
- ▶ A large number of industrial enterprises with out-dated technological processes;
- ▶ A significant degree of deterioration of fixed assets of industrial enterprises;
- ▶ Low labour market flexibility, "shadow" unemployment;
- ▶ Low logistic of social institutions (those of education, culture, health, physical culture and sports);
- ▶ Considerable need for improvement of living standards of citizens;
- ▶ Lack of uniform standards of public services;
- ▶ Lack of social activity of the inhabitants.



OPPORTUNITIES

- ▶ Establishment of a modern regional centre, securing of a new city status as a result of the administrative-territorial reform;
- ▶ The further implementation of the principles of the European Charter of Local Self-Government in Ukraine;
- ▶ Participation in government pilot projects of implementation of innovative approaches at the local level;
- ▶ Expansion and promotion of cooperation at the international level;
- ▶ Increased access of funding for technical support and international grants for development;
- ▶ Further simplification of the legal regulation of economic activity;
- ▶ Increasing of economic activity, domestic and foreign capital investments;
- ▶ Creation of new industrial zones on the basis of new and existing businesses and development of business support infrastructure;
- ▶ Legalization of “shadow” employment;
- ▶ Creation of new quality jobs;
- ▶ Creation of a single full public space;
- ▶ Formation of a common information space of the city;
- ▶ Implementation on local level high standards for social protection system;
- ▶ Development of tourism, recreation areas and outdoor activities, creation of new opportunities for leisure and recreation;
- ▶ Extension of territorial bounds of the City.

THREATS

- ▶ The slow pace of structural reforms in all fields of social life;
- ▶ General deterioration of the socio-economic situation, protests and crises;
- ▶ Lack of activity in lobbying of Vinnytsia interests at the state level;
- ▶ Gaps in the regulatory framework for the formation of revenues of local budgets;
- ▶ Dependency of municipal companies and institutions on the city budget financing;
- ▶ Growing tariffs in utilities;
- ▶ Structural imbalances in the labour market is related to a mismatch in demand and supply of labour for occupational and qualification criteria;
- ▶ The outflow of young professionals because of inadequate quality jobs;
- ▶ The deterioration of the health of people through low life standards, low level of health care system services and non-adherence to principles of healthy lifestyle.





4. MISSION

VINNYTSIA MISSION as:

THE COMFORTABLE CITY providing high quality and cost-effective public and municipal services that enhance lives of citizens and support vitality of business; Delivering comfortable city for citizens, as well as for visitors for staying for pleasure or doing business, through continuous improvement of living and working standards.

THE INNOVATIVE CITY developing overall dynamic environment through the support of creative ways and innovative ideas; Delivering an innovative city that is well-known for new solutions and best practices in development of local government, economics, infrastructure and social capital.

THE EUROPEAN CITY shaping up new citizen`s mentality that follows modern European urban perspective; Developing Vinnytsia as the European city encouraging responsibility and initiative of citizens that are free to use opportunities for self-realization by active participating and cooperating in everyday city life.

THE REGIONAL CENTER improving the leading position of Vinnytsia in the central part of Ukraine. Strengthening an open city as a powerful regional center of administrative, business, logistics, cultural and educational services.



VINNYTSIA IN 2020 - THE CITY OF FRIENDLY AND SMILING PEOPLE, SMILE CITY!



5. VISION

SMILE CITY for citizens means:

- S** **Strong community** - to participate in development of strong and active community, which is safeguarded and strengthened by professional local government cherishing values of excellence and respect.
- M** **Modern City** - to be active in a modern City with a high quality infrastructure, where advanced environmental standards are applied and in the City with green areas, parks and public urban spaces.
- I** **Interesting City** - to live in a interesting City, comfortable and convenient, which harmoniously combines the past and present, a City that honours tradition, embodies innovation and shapes its creative future.
- L** **Liveable City** - to feel welfare of a liveable City with quality health and social services, that has a safe and inspiring environment for children and youth. To use opportunities of the City with modern educational and cultural space that provides a comprehensive and harmonious development of every citizen encouraging its high achievement and true human virtues.
- E** **Energetic City** - to use energy of the City with economic prosperity through city`s high value-added economic development projects, partnerships, and innovative opportunities to create quality jobs. To create the City favourable for business through securing attractive conditions for investors and local companies.

With belief that citizens of Vinnytsia will greet every day of their life with a smile, favour to each other and with welcoming smile for visitors; with proudly feelings that they are residents of the City with strong community, modern, interesting, liveable and full of energy.

Strong Modern Interesting Liveable Energetic

SMILE City



6. KEY PRINCIPLES OF CITY DEVELOPMENT

To achieve mission and vision and to be able to realize strategic goals, there is a need to set up basic principles that will guide development of the City. These principles are crucial for implementation of the strategy and they are represented through systems of values as:

- Social capital improvement
- Sustainability
- Competitiveness

Social capital as a key ingredient of city development - that brings people together and creates additional benefits for citizen's well-being. The wide range of social interactions, social and cultural coherence, the norms and values that govern interactions among people and social institutions and available different social opportunities in the community are significantly increased. The focus of modern city development has evolved from the building up of simple physical (e.g. infrastructure) and human (e.g. education) capital to the creation of social capital and recognition of social communities' value. Improvement of social capital in the City means to increase possibilities of communication, interaction and participation for citizens in joint activities with in the local community and with representatives of other communities. The City shall seek for multi-dimensional, continuous and dynamic processes through which citizens will improve the quality of their lives and standard of living, comprehensively and effectively.

Sustainability as the basic development principle, refers to seriousness of intentions and accountability of the local community to integrate environmental, social, economic and fiscal perspectives in its actions. By definition of the UN Commission on Sustainable Development, its purpose is to meet needs of a modern society without compromising the ability of future generations to meet their needs.

The City has to preserve sustainable development of natural resources and to promote widening of interaction between citizens natural environment that surrounds them. The City will pay attention to its spatial development, trying to balance the provision of social and utility infrastructure, increasing efficiency and optimizing utilization of resources, especially in terms of energy and water consumption, as well as providing more efficient operation of the transport system. Making a decision today, city authorities, business entities, other organizations and structures that operate in the City, each member of the local community must weigh the consequences of these decisions in the long run.

Competitiveness

as a fundamental present challenge, will be strengthened through the development, based on knowledge and professionalism, pursuing innovative approaches, making efficient use of available resources and public assets of local community. Vinnytsia has to strengthen its competitiveness in a broader interregional setting by effective use of its comparative advantages like geo-strategic position, international relationships, making favourable climate for investments and improving the manner of managing the City as a whole.

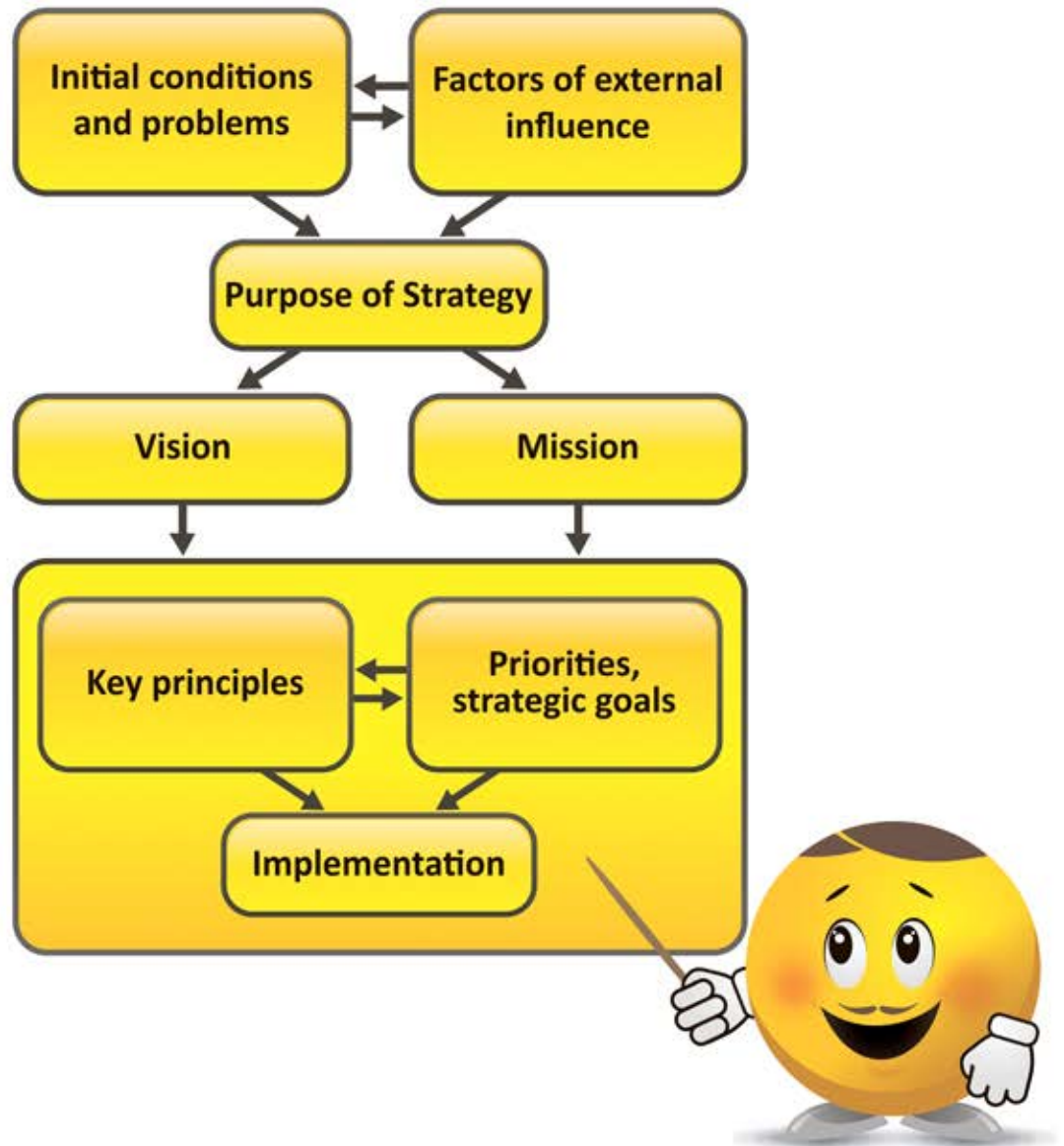


Figure 1: Connections between key elements of the Strategy

7. STRATEGIC PRIORITIES



7.1. STRATEGIC PRIORITY 1: A STRONG COMMUNITY BUILT

The local community is a main actor that contributing toward all city transformations. Only a strong local community with strong local government can reach future vision of Vinnytsia.

In the European Charter of Local Self-Government (adopted in 1985) fundamental principles of local self-government are defined. In accordance with the Charter the local government are “one of the main foundations of any democratic regime” and the Chapter states that the safeguarding and reinforcement of local self-government is an important contribution to the construction of society based on the principles of democracy, participation and decentralization of power. This document stipulates the right of citizens to participate in the conduction of public affairs and that this right can be most directly exercised at local level. The Charter defines other principles as well, notably the legal guarantee of citizens' rights of participation, and the local authorities financial autonomy.

For Ukraine and all Ukrainian local communities, perspective EU membership is a new challenge: to bring its local self-government legislation into line with European norms (implementing reform of local self-government and administrative-territorial reform), to improve capacities of local authorities and to improve quality of public services.

As a City that is continually building a strong community, Vinnytsia has to give huge significance to these processes. Building a strong community means development of effective local government, ensuring participation of stakeholders in development of the City, in refer to common vision of the City future.

Our goal is establishment of strong and active local community which strives to satisfy the needs of all citizens and guarantee sustainable economic and social development of the City.



7.1.1. GOAL 1: CITY WITH STRENGTHENED CIVIL SOCIETY

To ensure a better performance and executive functions for the benefit of local communities and to actively involve citizens—it is the main assignment of every local authority. The main question is not only to increase the accountability of local authorities. Above all, local authorities have to achieve more transparency in their working practices connected in order to meet citizens' needs. On the other side, it is democratic right of citizens to participate in the conduction of public affairs and make this process more effectively.

Regarding that, Vinnytsia has to establish more transparent and trustworthy relations “authorities – community”, and to promote involvement and active participation of local community members in local development. In that process, civil society organizations², including NGOs, play an important role in coordination of social and political process, and in building of structured civil dialogue between citizens and local authorities.

For Vinnytsia, it is also very important to develop a deeper cooperation between the city authorities and those institutions of civil society and to support their own activities, potential and experience for successful work. Their participation can improve the efficiency of solving of various local problems and issues.

MEASURES:

Expansion of CSOs participation. The introduction of various forms of social interaction and structured social dialogue between city authorities and CSOs, with aim to develop political and social dialogue. The City will establish a procedure that regulates process of consultation with CSOs concerning vital local community issues. The City will organize an annual meeting with representatives of CSOs in order to review the effectiveness of public consultation and discuss ways of improvement of this process. It will also help to improve understanding between the local government and citizens in general.

Stimulation of CSOs development. CSOs are representative of their mandate which have to be accountable, transparent and effective. Regarding that, city authorities will implement CSOs quality standards and develop guidelines in this area, in consultation with CSOs. This has to stimulate CSOs to reach good quality standards of their own assignments where they are involved in activities related to the cooperation with the City.

Development of urban identity. It is necessary to develop and secure regulatory mechanisms for wide engagement of members of local community to carry out functions of local government, including, possible participative democracy arrangements. The active participation of the citizens in the implementation of various projects and initiatives will contribute to development of urban identity and awareness of citizens as active members of the community. The City seeks to achieve common prosperity by applying best practices in local government.

INDICATORS:

- Number of CSOs included in different type of activities with the city authorities;
- Number of projects, implemented by the initiative of CSOs and citizens;
- Number of decisions of the Executive Committee and the City Council adopted, developed by the initiative and active public participation;
- Developed procedures and mechanisms of expanding CSOs participation in functioning of local government;
- Annual meeting with CSOs is held.

² CSOs like NGOs, people's and professional organizations, trade unions, cooperatives, consumer and human rights groups, women's associations, youth clubs, independent radio, television, print and electronic media, neighbourhood or community-based coalitions, religious groups, academic and research institutions like “think tank” institutions, national associations etc.



7.1.2. GOAL 2:

LEADER IN IMPROVING THE EFFICIENCY AND EFFECTIVENESS OF LOCAL GOVERNMENT

Vinnitsia will demonstrate an active interest and play a pro-active role in the future improvement of local democracy in Ukraine.

Our goal is the establishment of an effective and accountable system of municipal governance which involves a range of different competencies - as those which it represents today, and those which it will possess in future.

At the same time, Vinnitsia local community and local authorities have intention to make an effort to speed up the local government reform in Ukraine in respect with the European Charter of Local Self-Government and to promote integration of European community values.

In this respect, Vinnitsia seeks the system of local government, ready to effective conduction of:

- **Own competencies towards the community**, by resulting in fulfilment of functions and services in strict compliance with the performance of high quality indicators and efficiency;
- **Delegated competencies**, by increasing the City capacity to undertake functions, with/or on behalf of Government Departments/agencies to local authorities; with coordination of services that are delivering by state level institutions in Vinnitsia and having leadership role in this process (for example in relation to sectors such are education or health);
- **Local development competencies**, by actively contributing to the economic development and providing proactive support toward business development.

MEASURES:

Enlargement of competencies. Transfer of specific functions from higher level and delegation of greater authority on local government. Vinnitsia will develop a program of transfer of specific functions and delegation of greater responsibility to local government in field of health, education, environment protection, water, local development, food safety, transport, roads/traffic, housing, energy efficiency and others, together with proposal of new increased funding for these additional competencies.

Implementation of new funding mechanisms. The City has a huge need of additional funding for urban regeneration; renewal of housing; public transport; implementation of energy-saving technologies and modernization of heating, electricity, water supply and waste water systems; then for environment protection and protection of water resources; and for health care, education, culture and sport. Creative solutions have to be found and implemented for ensuring growth of investment in various areas of urban development.

Implementation of ICT and development of integrated municipal information system. It requires further modernization of E-governance technology in different areas of city life based on more effective collection and analyse of information; this will improve quality and speed-up the decision making process. E-governmet tehnologies and related programs (GIS, multiservice network, Automated Traffic Control System, "Safe City" system, "Transparent City", "E-card of Vinnitsia citizen", "E-health card" etc.) will be further implemented.

Quality management. Quality management system has direct influence on the efficiency and effectiveness of local government and can provide better value for public spending money. The local authority will continue to obtain quality system certification endorsed by the EU.

Control of local authority activities effectiveness. The challenge is how to develop and implement applicable and objective measurements system related to effectiveness of the local government. Local authority will develop approach to measure effectiveness of the City council and its executive bodies in development and implementation of local policies. Competencies of local government officials have to be increased constantly, as well. Implementation of continuous control of theirs duties performance on the basis of objective indicators will be developed.

INDICATORS:

- Developed perspective programs and approaches in different areas of city life;
- Implemented innovative projects using modern electronic technologies;
- Total amount of additional funding from extra budgetary sources and additional financial resources from the budgets of higher levels;
- Implemented quality management system and relevant certificates obtained;
- Developed and implemented the system of local authority performing indicators.



7.1.3. GOAL 3: TOWARD CITIZEN FOCUSED PUBLIC SERVICES

Community is becoming more demanding regarding quality of public service delivered by the local authorities. Citizens' quality of life within the local community depends to a large extent on the modernization of administration services. Therefore it is necessary to continue with improvement of the system of public services, putting people's and community's needs in the centre. This, among other things, requires further changes in the officials' attitudes.

Vinnytsia continues to seek for new approaches in process of delivering public service and to enhance the capacity of community to control their quality. Vinnytsia shall continually improve public services policies, modernize technical systems and improve management practices in the interests of more efficient public services delivery.

MEASURES:

Improved customer insight. The principle of knowing what citizens as customers want and need is fundamental principle to making progress in a field of public services delivery. The City authorities will strive for a deeper understanding of the demands and expectations of its citizens in order to have long-term view of community needs.

Service usage simplification in various fields. Based on analyse of expectations and needs of citizens on the one hand, and by exploring practices in implementation of new technologies on the other - the City government will adopt new approaches in service delivery, wherever it is possible and acceptable, within the City's competence. The good practice introduced in the City centre of administrative services "Transparent Office" will be extended to other fields of services.

Sharing best practice. The City have intention to be a key actor in dissemination of knowledge and new practices in the area of public services delivery, there by encouraging other cities to seek of new own solutions and to promote establishment of the support system between local authorities.

INDICATORS:

- Level of citizen's satisfaction with public services quality;
- Number of institutions and organizations, which introduced new approaches to service delivery;
- Number of dissemination events with the participation of the City.



7.1.4. GOAL 4:

COMMUNICATION AND COOPERATION EXPANDED AT THE REGIONAL AND INTERNATIONAL LEVELS

The benefits of joining efforts have been widely recognized throughout the world. Interregional and international cooperation helps to transfer expertise, highlight success stories and share best practices among local authorities.

The City will focus on cooperation with different stakeholder at regional, national and international levels and it will strive to join in various existing networks or to initiate their establishment. Such networks can help in testing of innovative ideas. They also can influence on implementation of new policies and development of new programs based on practices of other local authorities and it shall contribute toward improvement of innovation potential of local authorities. In addition, combining efforts of the communities and synthesis of their successful practices can contribute to policy-making process of local government at the national level.

MEASURES:

Regional level cooperation. The City will strengthen ties with local communities of Vinnytsia district, taking into account fact that lives of the inhabitants of the City and the district are closely connected. The main attention should be paid to compliance of efforts on strategic development of both territories. This will help to overcome the isolation and it will integrate of theirs life. Major efforts will be made to coordinate operation of infrastructure projects and to develop cooperation in other areas. The City, as a regional centre of Vinnytsia region, will also constantly work on building friendly constructive relations with regional authorities and on implementation of joint efforts to disseminate the best practices in the region.

National level cooperation. The City will continuously broaden cooperation with other local authorities and regional authorities in Ukraine with focus on issues, themes, problems which are shared among them. It will not be just related exchange of the good practices, and also to promote new joint approaches at the national level.

International cooperation. The City will be open to all local communities at international level for cooperation and collaboration. It is necessary to develop cooperation with partner-cities through the implementation of joint projects in various fields and sectors. Special attention will be paid to develop contacts with new municipalities via foreign Embassies in Ukraine and Ukraine's diplomatic missions in other countries. The establishment of inter-municipal relationships will be enhanced by membership of Vinnytsia in the networks of European cities.

International organizations. The City will strive for a partnership with international organizations. Implementation of joint projects, attracting of new experience and obtaining of additional funding from international organizations will be a priority.

EU integration process. Through the cooperation and dialogue at the municipal level, especially regarding economic development and public services improvement, Vinnytsia will promote the idea of European integration and accelerate the integration process.

INDICATORS:

- Number of partner cities in Ukraine;
- Number of partner cities at the international level;
- Number of implemented international projects;
- Number of joint projects with partner cities;
- Number of international city networks memberships;
- Volume of fundraising through the international projects and programs



7.2. STRATEGIC PRIORITY 2: ECONOMIC DEVELOPMENT WITH HIGH AND QUALITY EMPLOYMENT

Socio-economic analysis has shown main problems in economic development of the City. **Vinnytsia faces a challenge of creating a new economic platform for its further development, which requires the growth of economic activities in companies. The main objective here is to overcome the problem of lack of modern jobs with high level of salaries.**

The City labour market is characterized by low flexibility and significant structural imbalances related to the mismatch in demand and supply of labour. Hidden unemployment remains significant. In addition, there is an outflow of young professionals from the City because of inadequate number of quality jobs. Therefore, work force skills improvement and quality employment will be in the focus of the authorities and the community.

However, in Vinnytsia, like in other Ukrainian cities, there are a large number of industrial enterprises with outdated technological processes and with deteriorated fixed assets. Such companies have to start with process of restructuring and rebuilding of their capacities. The key point in this process is investment. That is why the City has to increase inflow of private, foreign and domestic, investors who will be willing to invest in existing companies, and investors who will bring “know-how” and new technologies, as well as those who will establish new companies with quality jobs.

To improve the economy structure and reduce unemployment we need to achieve following objectives:





7.2.1. GOAL 1:

DEVELOPED SUPPORTIVE BUSINESS CLIMATE FOR SUSTAINABLE BUSINESS

Sustainable business development involves the application of sustainability principles of business operations. Sustainability in this sense means combination of economic growth, social sustainability and ecological sustainability. The sustainable business development is integrated into a component of the broader movement toward greater corporate social responsibility and development of social capital in Vinnytsia.

Businesses are an important source of the city's well-being and the guarantor of the development, that is why the City aims to create a favourable business climate to retain and expand existing and attract new sustainable businesses. The City will implement policies that will improve economic partnerships and incentives for business development.

MEASURES:

Assistant for business. The City will support existing enterprises and start-ups by ensuring transparency and simplification of procedures for registering businesses and getting permits, including expanding of on-line business services. Within its competence, the City will provide reduction of local tariffs and other fees in the early stages of business development and lobby for favourable tax regime for business development at the state level. In addition, the City authorities will make efforts to ensure transparency and legitimacy of the regulatory authorities in Vinnytsia.

Development of communication between business and authorities. The City will introduce new formats of communication with entrepreneurs and business owners on current issues of business development. Advisory bodies to the Mayor – Council of Entrepreneurs and Council of Vinnytsia Producers – will play an important role in this process.

Development of economic partnerships and cooperation. The City will develop economic relationship with partner cities and improve interregional economic cooperation.

Promotion of local businesses. The City will work on development and implementation of mechanisms to encourage demand for Vinnytsia goods production on the domestic market as well as on the promotion of Vinnytsia companies and their high quality products at regional and international fairs and exhibitions.

INDICATORS:

- Number of start-ups launched;
- Number of partnerships with foreign companies established;
- Number of promotion venues participation;
- Volume of investments in fixed assets;
- Number of new jobs created.



7.2.2. GOAL 2:

DEVELOPMENT OF INFRASTRUCTURE FOR SME

Entrepreneurial support infrastructure is local community key instrument for SME's development. It means establishment of various business support institutions that have to solve the economic problems of the enterprises and which are „operational tool" to implement objectives of economic development of the City. Through the development of infrastructure for SME, the City will achieve goals related to increasing the number of enterprises, income and volumes of exports and finally to increase employment.

The significant potential of the City to create high-quality business support infrastructure will be based on Vinnytsia industrial tradition and cooperation with universities, professional schools and research institutions.

MEASURES:

Clusters development – assistance in development of clusters as interconnected groups of companies and institutions that operate in related sectors, complement each other which enhance the competitive advantages of each company, and the City economy in general. The City will also promote cluster activities;

Technology Park – establishment of Technology Park with business incubator which will contribute to encourage entrepreneurship, to assist in establishment of companies, to support growth and development, to support development of new innovative products, to increase competitiveness of enterprises and to increase participation of enterprises in domestic and international markets;

Industrial zones development– development and implementation of action plan for further industrial zone development and for establishment of new industrial zones in accordance with city spatial plans;

Business Support Centre – establishment of Business Support Centre with the aim to support and assist in the development of private business according to best international practices. The Centre will provide consulting services and trainings for companies.

INDICATORS:

- Number of clusters established;
- Business-incubator established;
- Technology Park established;
- Number of business-incubator residents;
- Ratio of areas of industrial zone used by businesses;
- Number of enterprises in industrial zones;
- Number of new jobs in SME;
- Business Support Centre established and operating.



7.2.3. GOAL 3: SKILLED AND EDUCATED WORKFORCE

In a knowledge-based economy, the skills of the workforce are greatest competitive resource and advantage. With the aim to achieve highly productive economy, the City need to have efficient, required in labour market and well paid workforce. In this respect, the City faces the task to facilitate a sufficient number of qualified, skilled human resources through the coordinated efforts of local authorities, schools and businesses. Such cooperation will ensure the expansion of employment opportunities and career progression in Vinnytsia.

Opportunities to find their place in the labour market, in turn, will allow citizens to use Vinnytsia success in economic development through better access to a modern education and quality health services, the use of cultural and leisure infrastructure, to improve their living standard and so on. Improvement of fairness and equality are crucial to ensure that growth is economically, socially and environmentally sustainable.

MEASURES:

Links between education and economy. The City authorities will develop links between providers of secondary, professional and higher education from one side and with city businesses and industries from the other, to develop and promote educational programs relevant to the needs of the City economy. The City will encourage employment of high-educated workforce in city companies in order to reduce its outflow.

Links between unemployed and economy. The City will organize employment fairs, in order to introduce unemployed to potential employers.

Trainings modules. The City will facilitate realization of specialized training programs in art, trade, and technical subjects to serve the workforce requirements of city employers.

Attraction of skilled workers. The City will work to improve the quality of life in Vinnytsia to retain existing high-skilled workers and attract high-skilled workers from beyond the city (region).

INDICATORS:

- Dynamics in number and demographic characteristics of registered unemployed persons;
- Number of employment fairs organized;
- Number of training modules established;
- Number of participants in training modules;
- Rates of migration of working-age persons.



7.2.4. GOAL 4:

ATTRACTION OF PRIVATE INVESTMENTS

Benefits of private investment are multiple and widely recognized. Private investment increase overall competitiveness of city economy and more. It contributes to development of physical infrastructure. Private investment has strong impact on positive trade balance in economy; it is connected with creation of new working places, transfer of new technology and knowledge.

Private investment supports economic growth and sustainable development, and thus contributes to the prosperity of the City and its citizens.

MEASURES:

Investment policy. Transparency, equal opportunities and property protection are investment policy principles that underpin efforts to create an investment environment for all potential investors. On the base of these principles, the City will develop a policy document to attract private investors and it will stipulate detail plan of activities for investment attraction.

Promotion activities. To attract private investment it is necessary to promote investment opportunities and advantages of the City, forming reputation of Vinnytsia as a reliable business partner to business community. Promotional materials will be developed and the ways of promotion of the City and investment projects will be determinate. The focus will be to attract sustainable private investment in Technology Park, industrial zones and municipal companies on the base of public-private partnership (PPP).

Facilitation to investment process. The policy of spatial planning and management of public resources will be directed to pro-active search of new opportunities for investment. Each private investor who decided to use these opportunities and invest in Vinnytsia economy will receive constant support of local authorities throughout the whole investment process and investment after care services.

INDICATORS:

- Investment policy document prepared;
- Number of promotion events participation;
- Number of allocated business facilities in correspondence to the Spatial Strategy;
- Value of investment in fixed assets;
- Volume of FDIs.



7.3. STRATEGIC PRIORITY 3: ENVIRONMENTAL SUSTAINABILITY AND IMPROVEMENT OF COMMUNAL SERVICES

Due to lack of funding in development of physical infrastructure in recent years, Vinnytsia, as well as most cities in Ukraine, faces the task to upgrade the basic city “life support systems” in order to provide citizens with quality services. In particular, the following problems are to be solved:

- Depreciation and obsolescence of power supply network;
- Significant losses in production, transportation, distribution and consumption of heat energy;
- Outdated equipment of water system and depreciation of water supply and sewage networks;
- Problems in transportation system resulting from significant depreciation of road infrastructure, lack of vehicles and above-limit use of existing public transport fleet, as well as problems of inefficient traffic organization;
- The lack of an integrated system of collection and disposal of solid waste;
- Depreciation of other infrastructure.

Also, the SWOT- analysis showed that among the key weaknesses are:

- Insufficient development of public transport;
- Inadequate municipal engineering infrastructure;
- Inefficient system of communal service enterprises management.

In conditions of limited financial resources and the increasing demand for public utilities of all sorts, development of effective and efficient engineering and transport infrastructure for the provision of public services of high level appears as one of the main goals for future city development.





7.3.1. GOAL 1: IMPROVED TRANSPORT SYSTEM THAT ENSURES HIGH LEVEL OF MOBILITY

Mobility is relevant to society and economy. Therefore, transport system investment enables economic growth and job creation and it is an important component for quality of life standards, making places accessible and bringing people together. It is important that in terms of transport, Vinnytsia maintain its competitive position as modern regional centre.

In the transport system improvement, mobility will have a vital position. Access to social facilities and other processes of life is important for all citizens in creating opportunities for learning and exchange of information on new opportunities. Mobility available for all categories of people is a factor of reducing social stratification and preventing social exclusion. Therefore, mobility is essential to the sustainability of social interactions in the community and increasing social capital.

With realization of this goal, the transport system organized according to modern standards with high quality public services and with environmental enhancement will be established.

MEASURES:

Development of transport policy (strategy). Transport system of Vinnytsia need to be carefully analysed and examined. This document will determine proper activities related to all modes of transport and improvement based on innovative and sustainable principles in correspondence with spatial development strategy.

Modernisation of public transport. In carrying out the modernization of public transport, the development of electric public transport will be a priority. The City will develop and implement concept of E-ticket services and other projects related to the use of ICTs in public transport.

Road network improvement. It is refer to construction and maintenance of inner-city roads.

Traffic management. It is necessary to develop and implement the concept of traffic optimization. Main focus will be dedicated to the safety and security of the transportation system. It is necessary to modernize traffic lights and intersections, and implement an automated system for traffic control (ASTC) and the modern system of parking in public places.

Bicycle transport. Implementation of the City initiative related to the introduction of cycling as alternative and environmentally friendly mean of public transport. Development and implementation of new bicycle transport concept will contributes to accessibility of the city centre and connection of the city centre with districts and it will increase mobility in neighbourhoods.

Pedestrian areas. Vinnytsia has to establish continuous network of pedestrian areas; improvement of their quality will be carried out, and opportunities for safe and smooth movement trough the City pedestrians will be secured.

INDICATORS:

- Document "Transport policy (strategy)" approved by City Council;
- Number of new public transport vehicles purchased or reconstructed;
- Length (km) of public transport routes, including electric transport;
- Length (km) of public transport network reconstructed;
- E-ticket concept implemented;
- Traffic management system established;
- Length (km) of bicycle lines constructed;
- Number of pedestrian zones reconstructed and constructed and length (km) of footpaths.



7.3.2. GOAL 2: ENERGY EFFICIENCY AND ENVIRONMENTAL PROTECTION

The increasing price of energy is an overall trend in the world market. It affects the level of energy prices on domestic markets. Local communities, driven by this trend, in order to reduce the negative financial effects of increasing energy prices, have to initiate measures for smart use of energy on their own level. On the other side the smart use of energy is an effective way to improve energy supply security and reduce emission of greenhouse gas and other pollutants.

Reducing energy consumption is the best sustainable long-term response on increasing trend of energy price. In July 2011, Vinnytsia joined to the Covenant of Mayors, the largest EU initiative of local communities for addressing the key energy challenges set out in the strategic objectives of the Energy Policy for Europe. Main goal is to increase energy efficiency as part of the '20-20-20' goals for 2020: saving 20% of the primary energy consumption and a binding target of 20% reduction of greenhouse gas emissions by 2020.

Clean and healthy urban environment is a challenge that Vinnytsia will address in future development. It is important to safeguard citizens from environment-related pressures and risks to health and well being. Addressing some of these complex issues requires use of existing environmental technology and uptake of the available techniques and innovations. Main efforts will be to secure adequate investment for environment and climate measures in a cost-effective way.

The City has to face a number of environmental challenges which influence citizens the everyday lives.

MEASURES:

SEAP. Completion and implementation of the Sustainable Energy Action Plan (SEAP), which includes measures for reduction of carbon emissions and energy consumption savings in line with Energy Policy of Europe. SEAP is related to following sectors: residential and non-residential buildings (retrofit and replacement of building components), district heating system (modernization of existing infrastructure, use of renewable sources of energy), transport, landfill (using waste as energy source).

Waste. Improvement of waste collection, introducing urban solid waste management system that will contribute to efficient collection, transportation and utilisation of waste as well as energy production from waste. The City will continue with re-cultivation of existing landfills and with construction of new landfill sites with modern technology.

Water. Modernization of water supply system (network modernization, material and technical base renovation, water loss elimination).

Waste water and sewage. Modernisation of waste water and sewage network and equipment for wastewater and sewage water treatment.

Electric grid. The construction and reconstruction of power supply networks, the construction of additional substation to ensure reliable and continue power supply.

Gas. The City will improve security of gas supply system.

Telecommunication infrastructure. Improvement and extending of telecommunication networks (fibre optic lines and telephone lines).

INDICATORS:

- SEAP reports prepared and adopted by City Council (every two years);
- Carbon emission reduced for minimal 20% by 2020 compared to baseline year;
- Energy saving accomplished by minimal 20% by 2020 compared to baseline year;
- Urban solid waste management system implemented;
- Length (km) of water supply network constructed and reconstructed;
- Length (km) of waste water network constructed and reconstructed;
- Quality of water in river Southern Bug;
- Number of new waste water facilities installed;
- Length (km) of electric grid constructed and reconstructed;
- Length (km) of telecommunication infrastructure installed.



7.3.3 GOAL 3: DELIVERING COMMUNAL SERVICES AT EUROPEAN STANDARDS LEVEL

In Vinnytsia, there is a network of utility service companies owned by municipality and subordinated to City Council's executive bodies. Utility companies manage with assets of huge value to ensure normal everyday life of citizens.

However, functioning of utility companies is burdened with many problems that directly affect the quality of services provided: obsolete infrastructure and equipment, significant operating costs, financial problems because of not appropriate tariff level to cover all costs, insufficient financial resources for capital investment, etc.

The City as an owner of these companies has the right, moreover, needs to ensure effective management system in companies, as well as to influence on increasing their capacities to meet citizen's needs. This goal is related to number of different organizational and management measures that will, together with infrastructure modernization from previous goal, contribute to the delivering of communal services at EU level.

MEASURES:

Corporate governance standards. Developed and implemented standards in all city's owned utility companies and subordinated to City Council's executive bodies. This will have a long term effects on increasing transparency of utility company business and protect and facilitate the exercise of the City rights, as shareholder.

Restructuring and investment programs. The City, together with companies' management will prepare restructuring and investment programs in order to attract private investors based on public-private partnership and on the base of other models provided by applicable law.

Operating and financial management. The City, together with companies' management will make business analysis of financial activity of utility companies and propose activities that will have positive influence on operating result (e.g. increasing level of revenue collection, reducing grid losses, reducing level of illegal consumption, increasing metering of production, decreasing emission of substances polluting the environment).

Performance and quality service indicators. Establishment of benchmarking system for improvement of communal sector activity at regional and/or national level. The introduction of utilities systems standards as approved by the EU and the relevant certification is also envisaged.

INDICATORS:

- Corporate governance standards applied;
- Number of restructuring and investment programs developed;
- Volume of investment in companies fixed assets;
- Utility company performance indicators and quality services indicators established;
- Improved financial result of utility companies.





7.4. STRATEGIC PRIORITY 4: SOCIAL QUALITY

Human development is a continuous process of enlarging people's choices that are constantly changing. One of the major indicators of human progress in the world is an integrated "Human Development Index", crucial components of which among others are long and healthy life, opportunities for education and access toward decent standard of living. These three features are essential to human development and determine the quality of life.

The City has to increase opportunities for the welfare of the citizens and their families. In general, well-being is mostly subjective, but it is constituted through social interactions and different means for social cohesion and social integration, that will be mainly in the centre of consideration.

Therefore, Vinnytsia seeks to increase the involvement of citizens in public life, to enhance conditions for citizens as social subjects that have possibilities for self-realisation in the processes of the formation of different collective city identities like "Children Friendly City" or "City of Culture". Thus, Vinnytsia has intention to improve social space in relation with social cohesion and inclusion and in relation with different sectors like children care, culture and health.

Social institutions play an important role in this process. They are relating not only to ensuring of adequate infrastructure and social services. Social institutions have to build social networks that play a significant role in the social life of the City. Therefore, Vinnytsia will seek for further improvement in work of social institution. That shall contribute to existence of social trust: meaning equality of opportunity for citizens and respecting them as individuals.





7.4.1. GOAL 1: CHILD FRIENDLY CITY

Children are a privileged category of citizens, who deserve special attention from all members of the local community. Based on the good experience of European and world cities using the UNICEF Program “Children Friendly Cities”, in 2009, the City developed and accepted its own complex long-term program “Vinnytsia, the Child Friendly City”. This Program is a basis for a fundamental change in the approaches to the “city – children” relationship. Main purpose of this initiative is inclusion of children's rights as a key component of goals, policies, programmes and institutional arrangements in system of local governance.

A Child Friendly City is the embodiment of the Convention on the Rights of the Child at the local level. In this respect Vinnytsia undertakes to implement, at the local level, principles of the Convention and key among them are:

- Non-discrimination and benefits for vulnerable children;
- Devotion to the best interests of the child;
- The right to life and development;
- The right to participate, including the right to be heard on any administrative and legal level.

By implementing this approach, the City will constantly increase community awareness of children's rights, improve own capacities to monitor compliance with them and provide an understanding of the “child friendliness” through the development and implementation of various programs.

Aim of this goal is to make children active participants; their voices and opinions shall be taken into consideration and influence decision making processes. Vinnytsia seeks for safe environments and conditions that nurture the development of children of all ages with opportunities for recreation, learning, social interaction, psychological development and cultural expression.

MEASURES:

Ensuring children basic rights. The focus of constant attention of the City will be enforcing of the every child right to be an equal member of the community with access to different services. The City will take care of improving the quality of child health care, education, ensuring their right to live in proper conditions, meet friends and play, participate in cultural and social events, have playgrounds and sports grounds, green areas, the opportunity to interact with wildlife, live in an unpolluted urban environment. Particular attention will be given to children from families living in difficult circumstances, children with disabilities and those who live without adequate family support. Another objective is to strive that every child will rise in a family – or at least in a foster home.

Children participation rights. Enabling children possibilities to express their opinion about their own city and its development, to have influence on decisions about its present and future. The City will further develop children's ombudsmen institution, Children's Advisory Council to the Mayor, the service of conflict resolution, and other forms of children's involvement in decisions making process. The City will enable respect of children rights in families and schools.

Children safety. Small citizens will be protected from exploitation, violence and abuse. The City will ensure their rights to live safely in the City and walk its streets.

Networking. Participation in a network of Children Friendly Cities and other municipal networks with the aim to share information, experiences and good practices at the local level. Strengthening the framework and position of the network in Ukraine, exploring new topics in collaboration with other partners is important. Topics related to the development and children's rights will be leading ones for Vinnytsia cooperation with other cities.

Monitoring: The City will prepare an annual report regarding ensuring of children's rights and their impact on urban life. Methodology for preparation of this document will be developed according to international standards, including the UNICEF requirements.

INDICATORS:

- Quantitative and qualitative assessment of activities related to fulfilment children rights;
- Number of children-oriented events completed;
- Report on children's rights and their impact on urban life prepared;
- Number of joint activities with other partners, focused on children.



7.4.2. GOAL 2: YOUTH CITY

Young people are future of the City and shall become a leader of innovative changes in it. However, the young people have many challenges to be met such as unemployment, long term economic and housing dependences on parents; lack of life and professional experience which are resulting in a low standard of living and limited opportunities of participation in social processes.

With realization of this goal, the City will implement measures to address not just youth challenges, but also to give them more opportunities for making the best of their potential for self-realization. This means investing in youth, in particular related to youth policies in education, employment, social inclusion, culture and health. The empowering youth will contribute their autonomy and potential for sustainable development of social capital in the City.

MEASURES:

Youth policy. Relevant document will be developed and implemented. The main purpose will be definition of projects that contributes in creation of various opportunities for young people to resolve their problems and to fully participate in urban development of the City, as well as projects aimed to attract and/or retain talented young people.

Health. Establishment of specific programs for young people aimed to reduce health risks incurred by stress, poor quality food, a lack of physical exercise, tobacco, alcohol, and drugs abuse.

Education. A marked improvement will be reached through the realisation of projects that will modernise high education system and stimulate deeper cooperation with European Universities and scientific institutions. The City, in partnership with different providers of high education, will initiate development of education cluster.

Economic independency. Different activities related to the youth professional skills, assistance in finding the first employment or development of entrepreneurship skills.

Participation. Increasing participation of young man and women in the social life of the City through participatory democracy and by supporting different types of youth organisations. The youth creativity will be cherished. The City will promote volunteering among young people, especially with the aim to prevent social exclusion among disadvantaged.

INDICATORS:

- A document on youth policy prepared and implemented;
- Unemployment rates among young people;
- Number of health care programs for youth;
- Number of active youth organisations;
- Number of young people who have volunteer experience.



7.4.3. GOAL 3: HEALTHY CITY

Health is an important value for the well-being of citizens, local community, and society in general. The healthy population is also a prerequisite for economic productivity and prosperity. Only a healthy population can achieve its full economic potential. Spending on health is not just a cost, but is an investment. Citizens' health and safety is a core priority for the City with aim that everyone has the right to the same high standards of health and access to quality healthcare.

In modern cities, health is not only a sector of providing medical services. Healthy city is a city that creates suitable conditions for the preservation and restoration of health. This applies to all aspects of urban development. Following modern urban health principles, Vinnytsia is committed to implementing measures that promote health, protect citizens from threats, and support sustainable health system.

Herewith, it is very important for the City to find new solutions for the efficiency of healthcare system and improvement of health services quality according to needs of citizens. The use of modern approaches and innovative practices will assist in securing additional funding for health care system and improve the quality of care.

MEASURES:

Healthy lifestyle. Achievement of healthier lifestyle in active community by higher engagement of citizens in sporting and other healthy activities. This includes investment in improving sports facilities, support of sports organizations, as well as expansion of citizens' participation in different sports activities (recreation, sport clubs, mass events), and measures to promote healthy lifestyle.

Prevention. The main attention will be paid to the quality of health care services for early detection and prevention of illness and injuries, and the protection of citizens against health threats such as epidemics. The City will also take care of creating a network of modern diagnostic centres.

Modernization of health care system. Establishment of an optimal network of medical institutions of primary and secondary levels to provide citizen with access to quality health services, including emergency care. This involves optimization of management system, investment in health care infrastructure, namely for providing hospitals with modern equipment and expansion of ICTs usage. Particular attention will be paid to the implementation of voluntary health insurance system.

Capacity building. The City will continue with paying a great attention toward involvement of the most qualified staff from the healthcare system and adequate level of their salaries; stimulation of implementation of modern medical techniques and technologies to provide quality care; and toward improvement of medical services quality control. In this direction, the City will cooperate with the Vinnytsia National Medical University.

INDICATORS:

- Value of sport facilities investment;
- Percentage of population engaged in physical culture and sports;
- Value of investment in health care system;
- Level of citizens' satisfaction with health care services;
- Level of ICT use in health care system;
- Number of citizens cover by voluntary health insurance;
- Dynamics of reduction in the morbidity of severe diseases.



7.4.4. GOAL 4: CITY OF CULTURE

Culture is fundamental in development of individuals and society. In a broad interpretation it includes value systems, traditions and beliefs, and determines way of life of person and society in general. Cultural is embodied in local community with traditions, unique identity and high creative potential. These are priorities for the development of Vinnytsia as a city of culture.

Creative skills, which are a prerequisite for successful personal and professional development, need to be learnt from an early age. The City will provide opportunities for creative self-realization of citizens of different age groups, support for local cultural traditions, intercultural dialogue and development of new creative initiatives. At the local level the development of creative industries, creation of new products, and rich variety of creative content have to be stimulated. The City also needs to demonstrate continually its openness to creative initiatives, projects and programs implemented in cooperation with various cultural institutions and partners outside of the City.

Combining community resources and private initiatives to meet these challenges, the City has aspiration to rebuild its cultural and creative sectors in a way that “Vinnytsia – City of Culture” will be one of the city identities.

MEASURES:

Cultural quality support. Improvement of quality and diversity of cultural services and the creation of cultural products for different age groups. Particular attention will be paid to maintaining good practice of international cultural exchanges.

Cultural events. Establishment of quality interactive events for citizens, especially on open public spaces that will initiate citizens' active participation.

Capacity building. Capacity building in the cultural sector by supporting the training of cultural sector workers, organizing professional workshops and trainings in managerial competencies, entrepreneurship, fundraising (search and implementation of innovative sources of funding, including sponsorship), and improving access to such trainings.

Investment in infrastructure. Investment in modernization of cultural facilities and improvement of their resource base. Preservation of cultural heritage.

INDICATORS:

- Value of investment in culture;
- Value of investment in cultural heritage protection;
- Value of fundraising in cultural organizations;
- Number of cultural initiatives implemented by CSOs;
- Number of cultural events held;
- Number of people received cultural services;
- Number of interactive cultural events on public spaces.



7.4.5. GOAL 5: CITY OF SOCIAL COHESION

Modernization of social protection systems and social inclusion activities are challenging for every local authority. Promotion and implementation of principles for social cohesion, gender equality and equal opportunities for all through adequate, financially sustainable and efficient social protection systems will be accomplished from this goal.

As a city of social cohesion Vinnytsia will implement, at local level, principles of the UN Convention on the Rights of Persons with Disabilities. Therefore, the City has to develop adequate activities that will promote, protect and ensure rights of persons with disabilities.

Vinnitsia has to consider the aging of population as a serious problem for the future. Therefore, the City will implement a social model that takes into account the interests and problems of elderly citizens and would help to ensure decent working conditions for this large category of inhabitants and for their active participation in city life.

Social services play an important role in improving quality of life and providing social protection. Measures for improvement of the quality of social services, ensuring good and transparent governance, involvement of wide range of community members in solving tasks of a social support, promotion of the principles of corporate social responsibility in the business sector – all will contribute to accomplish goal of a strong and cohesive local community.

The introduction of new approaches is needed in order to ensure future viability of the social protection system in facing different challenges.

MEASURES:

Social security. Determination and modernization of social services of general interest whose are crucial for social security of citizens. Social profile of Vinnitsia will be made.

Social assistance services. Support of social services development, such as long-term care and others, with involvement of philanthropists, CSOs and volunteers, training them to provide skilled care to those who need it. The City will initiate the construction of hospice house and home for the elderly.

Active aging. The City will create conditions for active participation of older citizens in social life through various targeted measures and promotion of dialogue, understanding and mutual support between people of different ages.

Social inclusion. Overcoming discrimination and increasing the integration of people of the most vulnerable groups, such as people with disabilities, ethnic minorities and other potentially vulnerable groups by active inclusion in society and in the labour market. The City will continue with implementation of the Program “Vinnitsia – City Convenient for All”.

Social and affordable housing. Investment in social housing with the aim to provide decent housing for the poor and disadvantaged citizens and residents with special needs.

INDICATORS:

- Number of citizens covered by the social security system;
- Number of citizens covered by public housing programs;
- Total amount of charitable funds involved for social care;
- Number of volunteers included in social care system;
- Level of adaptable access for people with disabilities;
- Number of events for active ageing;
- Number of activities with participation of vulnerable groups.





7.5. STRATEGIC PRIORITY 5: COHERENT URBAN AND SPATIAL DEVELOPMENT

In the process of transition, Vinnytsia needs to envisage a physical environment capable of reflecting the city's changing spatial needs. To allow new and more sustainable urban forms to emerge, urban policies and regulations have to be updated.

Traditional instruments and tools of spatial development of Soviet and post-Soviet period followed the ideology of the industrial age with mono-functional zoning and low focus on revitalization of existing urbanized areas. The negative consequences of this policy led to the fact that Vinnytsia, compared to modern European cities, formed the urban environment of relatively poor quality with the irrational use of land and energy resources and with low capacity to adequately respond toward economic and social changes; growing traffic problems.

Today, the main task for spatial planning is improving quality of life through creating the urban environment. To achieve this goal the City authorities have to define a new policy for spatial development aimed at improving holistic image of the City and creating a strong identity. It aims to improve pedestrian and public transport flows in the city, to amplify the quality of the green and public spaces and to protect its natural environment.

This process of spatial transformation is particularly important to meet the ambitions of the City to be a comfortable and innovative city, sending a clear signal that Vinnytsia is using its physical and socio-economic resources in a sustainable way.





7.5.1. GOAL 1: DETERMINATION OF HOLISTIC APPROACH TO URBAN ENVIRONMENT

Vinnytsia directs its spatial development on balanced consistency between figurative quality and various flexible possibilities of use (housing, commerce, industry), urban density and areas for recreation, effective infrastructure and ecological balance. The City responsibly uses its reserve areas and takes into account quality of live and levelling of interests.

Approach to spatial planning has to be formed based on integrated view of the City as one whole taking into account all above mentioned, and has to be coordinated with the programs of social and economic development. There is a need to develop comprehensive documentation for the management of development of urban space, which includes estimation of future needs. Development of documentation requires coordination of efforts of specialists in various fields of urban development and community involvement. Transparency of objectives and approaches at every stage of planning process will facilitate toward expanding the investment attractiveness of the quality urban environment that will be created.

Conceptual, strategic and regulatory documents, which have to be developed and implemented, will be understandable and open available for citizens and potential investors. They have to clearly define legal framework and limitations, time horizons, various detailing, competence and responsibility for implementation.

MEASURES:

Spatial Development Strategy. Working out of a Spatial Development Strategy that formulates a long-term vision of the City development and that includes goals to achieve high quality of urban space, related planning and design principles as well as projects of high priority.

General Plan and Land-Use-Zoning. Development of a new General plan and plan for land zoning as legal framework for the sustainable transformation of the City corresponding to the Spatial Development Strategy.

Design and development concepts. Development of foreseeing concepts and implementation of specific projects and programs based on technical solutions that would meet the strategic approach, are of high importance for the City.

INDICATORS:

- Urban planning documents developed and implemented;
- Number of urban planning documents, designs and urban development concepts worked out with citizen's participation;
- Number of graphic documents relevant to the urban environment on the City website.



7.5.2. GOAL 2: COMPACT CITY

The principle of Vinnytsia sustainable development is realized through the Compact City approach. This model is focused on creating high quality urban environment, which attempts to balance historical value and functionality, integrated infrastructure and adaptability to new impulses. It involves optimization of the use of land and infrastructure while simultaneously minimizing resource use, energy consumption and environmental pollution. It also focuses on expanding communications and integration of various social groups, which promotes tolerance, preventing social exclusion and segregation and, ultimately, leads to increasing of social capital.

Development of Vinnytsia as a compact city, strengthens its attractive center and develops a polycentric structure of interconnected areas with different characteristics considering historically formed specifics of city districts. Diverse and mixed use of urban areas has to meet various functional needs of citizens and businesses. The City has to coordinate the process of land use (population density and location of jobs) with the establishment of efficient transport system, trying to provide balanced mobility and to meet the demands of all social and age groups.

Vinnitsia will raise the quality of urban structure, architectural decisions and public spaces in all areas of the City. The structure of the landscape and the network of recreational spaces will provide viable and healthy environment with green spaces for all citizens.

Ideas and principles which underlie the approach of "Compact city" will define projects and activities in various areas of urban development; affect all aspects of urban development and contribute in shaping of creative urban environment.

MEASURES:

Determination of optimum city borders – It is crucial for stimulation of existing infrastructure use in an effective way and to revitalize already urbanized areas. General Plan and Land Zoning Plan have to define these borders. Vinnitsia will agree the optimum city borders with neighbouring local communities and empower them by legally established procedure.

Coordinated land use and transportation planning – Balancing of controlled land use within the proper density in good accessibility, on the one hand, and improving transport infrastructure to provide better access to less developed areas on the other is foreseen. Founding documents of this measure are Spatial Development Strategy and Transport System Policy document.

Support of densification and diversification – Creation of sub-centres of concentrated activity, which combine life with work, educational activities, services, recreation and entertainment. Implementation of such sub-centres in built areas foresees either conversion of existing buildings or through consolidation of areas with new buildings. Founding documents of this measure are Spatial Development Strategy, Land Zoning Plan, and Transport System Policy document. Detail plans will be prepared for implementation.

Improving the public space network – Development of cross linking network of public spaces and recreational areas based on reconstruction of existing and creation of new areas is foreseen. Public spaces will be formed according to the landscape of the City, using elements of landscaping and features of the urban structure to create attractive and recognizable city districts. The City will facilitate enlargement of citizen's participation in the regeneration of public spaces. Particular attention will be paid to improvement of urban parks.

Improving the quality of architectural and design decisions. The City will increase the requirements for architectural and design decisions, including the elements of exterior design of buildings, urban navigation system, elements of public advertising and more. For this purpose the City will conduct architecture competitions and tender announcement in order to find the best architectural and design solutions. At the same time, the responsibility of private owners who participate in the shaping of the city layout according to the standards and rules will be increased.

INDICATORS:

- New borders of the City defined;
- Detailed plans for districts developed;
- Population density in the whole city and in districts (number of inhabitants/km²);
- Housing units density in the whole city and in districts (units/km²);
- Average commuting time (minutes);
- Modal split in the transportation of citizens (%);
- Area of accessible green spaces and public spaces (ha);
- Number of architectural competitions held.



7.5.3. GOAL 3: CITY OVER THE BUG RIVER

The main priority for urban development is to protect environment, open spaces and green surrounding in order to be preserved for the long future. Integrating elements of nature in urban space will create a positive perception of the City by its inhabitants and it will increase the attractiveness of Vinnytsia.

Due to that, Vinnytsia has to use full potential of its development as a city situated on the banks of the Southern Bug River. The river has to be not just the City boundary between the eastern and the western part, but designed area which significantly affects the flow of life in the City and to be one of the elements of its identity. It is necessary to expand the use of the river and the river banks areas for cultural activities, recreation, sports and leisure and pedestrian zones and cycle tracks.

Access to the river shall also be used to improve the quality of surrounding residential districts.

MEASURES:

The concept of the river development as part of urban space. Under this concept, which will be developed, it is necessary to determine the future position of the Southern Bug in urban space in respect of principles of environmental safety, maintaining greenery, wide use of public spaces on the river banks and development of mobility.

Green public spaces. The City will set up new green spaces with public parks, walkways, sidewalk cafes and restaurants, pedestrian and cycle tracks, beaches, volleyball and other sports facilities, infrastructure for water sports and recreation, etc., that will bring the river closer to citizens. At the same time, measures will be designed to enriched social life of the river banks, especially in the summer.

The use of river banks areas. The City will create projects to update surrounding districts and to ensure their communications to the river bank pedestrian paths.

INDICATORS:

- The concept "River as Part of the City Space" developed and approved;
- River bank areas used as a public green space;
- Number of projects related to the river utilization;
- Number of events organized at the river and river banks;
- Number of projects related to the renewal of the river surrounding districts.



7.5.4. GOAL 4: QUALITY HOUSING WITH VARIOUS POSSIBILITIES

Revitalization of existing urban areas is one of the greatest challenges for creating a better urban environment of Vinnytsia. This concerns revitalization and development of abandoned industrial zones (see Goal 7.5.6) as well as rehabilitation and renewal of existing housing stock.

The City policy of residential area development (both in terms of rehabilitation of existing housing stock and new construction) will be determined by modern standards of quality housing. Vinnytsia will promote creation of qualitatively and quantitatively sufficient range of housing including more different demand. Particular attention will be paid to the formation of sufficient housing stock available to the targeted groups of citizens (youth, public sector workers, etc.).

Creating attractive housing and diverse offer on housing market is important, not only to improve the quality of residents life, but to make condition for citizens to retain in Vinnytsia or to make Vinnytsia attractive for people to come and to live and work in the City. It will contribute to strengthening human capital of the City and toward economic development. In return, economic development of the City will increase opportunities to attract private investment for improvement of existing and construction of new housing.

MEASURES:

Implementation of modern standards in housing. The City will develop housing standards which meet the requirements of quality, energy saving, accessibility and integration with proper social infrastructure. The City will lobby for empowerment of local authorities in urban development issues, especially related to housing standards.

Development of condominium associations and associations of private houses owners. The City will facilitate establishment of owners association (individual and multi-storey buildings) for the effective co-management of housing stock and surrounding areas, as well as implementation of programs for districts renovation using “cost-sharing” principle.

Favourable housing programs. The City will use opportunities of the partnership between government, real estate developers and financial institutions to ensure the housing needs of public sector employees, young families and other targeted categories of citizens with insufficient income (the Program "Municipal Housing"). The City will participate in government programs for social housing.

Stimulation of existing buildings renewal. Development of mechanisms to attract investments in the renewal of existing housing stock (such as new finance opportunities or other stimulation measures that will support construction of new and rehabilitation of existing housing, etc.).

Medium scale buildings construction. Planning of building types of medium number of stories (townhouses, city blocks of max. 6 stories) in Spatial Development Strategy, General Plan and Zoning Plan, especially in the City centre and new construction areas, as these building types are most efficient in flat variability and they are more human oriented.

INDICATORS:

- Housing quality standards developed;
- Number of reconstructed/re-built housing according to standards;
- Number of condominiums;
- Number of citizens included in favourable housing programs;
- Number of buildings renewed (% of total housing stock for renewal);
- Structure of housing stock by quality categories.



7.5.5. GOAL 5: DELIVERING A CREATIVE URBAN SPACE

An ambitious vision of the future Vinnytsia as an innovative city requires the creation of necessary infrastructure for creative self-realization, and – the transformation of urban space and its enrichment with creative elements.

Creative urban environment stimulate and increase creativity of the community, strengthen local identity and attractiveness of the City for people with new ideas, experiences and knowledge. Development of conditions for creative exchange is the main purpose of delivering a creative city.

MEASURES:

Creative networking. The City will develop the network of cultural institutions, including institutions with innovative character (mini-theatres, creative workshops, mini-museum ...), by using suitable vacant premises, owned by City, under favourable lease conditions to initiators of various creative activities. The City will stimulate added-value programs and more efficient use of premises which traditionally served to the cultural needs of residents (like libraries and clubs).

Cultural and sports centres. In Spatial Development Strategy, the opportunities to create new grand cultural and sports facilities will be taken into account. The City will seek for different finance resources for the reconstruction of existing and for building of new objects of cultural and sports infrastructure.

Service infrastructure improvement. The City authorities, with private businesses, will pay attention to the development of service sector infrastructure (network of cafes, restaurants, hotels, etc.), forming a cluster of tourist services and ensure quality services, including the extending of possibilities to use ground floor premises of facilities as public space. The City will promote expansion of conference facilities. This shall a

contributes also to enhance touristic attractiveness of the City, to the greater income from tourism and moreover to the international exchange of knowledge and experience in the City.

Designing a vibrant public space. The City will stimulate enrichment of public spaces with creative elements (street-art, interactive sculptures, creative solutions in the field of landscaping, creation of urban "furniture", small architectural forms, etc.). The City will create a network of attractive places using its historic potential and new technologies of impression tourism.

INDICATORS:

- Number of institutions in the cultural network;
- Number of sport facilities;
- Services standards implemented;
- Number of restaurants and cafes;
- Number of hotel rooms, by category of quality;
- Number of international seminars and conferences held;
- Total number of tourists;
- Creative public space projects implemented.



7.5.6. GOAL 6: CITY DRIVEN BY KNOWLEDGE AND SUCCESS

In accordance with the priorities of economic development, Vinnytsia will allocate proper areas for business location, infrastructures of economic development and knowledge centres (education and research centres). Thus, the City will improve the conditions for the development of local SMEs, enhance its competitiveness as an attractive place for business and education, and improve its innovation potential.

Emphasis will be on creation of adequate space and facilities for the development of cooperation between business and educational institutions. For educational institutions, joint projects with industry companies and SMEs will connect education and research activities with needs of practice. The business sector, in turn, will receive opportunities for innovation that will enhance the competitiveness of companies at the market. As a result, development of economy based on the knowledge, will have an additional benefits by increasing profits of business and creation of new jobs, especially attractive for young people with innovative and entrepreneurial attitudes.

MEASURES:

Revitalization of abandoned industrial sites ("brownfields"). The priority of City will be use of "brownfields" as a place to develop new businesses. As some of the potential areas are contaminated due to their previous use, the City will take appropriate measures (research, regeneration) to activate these areas in a proper way.

Business locations. Spatial planning documentation for cluster activities, technology parks and innovation centres will create opportunities for interaction between educational institutions and industrial and business sector.

Educational institutions spin-off. The City will assist in creation of experimental and production sites for educational institutions that expands the use of scientific research and technological inventions in the business.

INDICATORS:

- Area of brownfield planned for investment;
- Total area planned for business locations ;
- Number of new businesses in brownfield areas and in business locations;
- Number of spin-offs.



8. COMPLEMENTARY WITH EU STRATEGY

Ukraine has chosen strategic course towards European integration as a priority of both domestic and foreign policy. European perspective has a specific pragmatic dimension at local community level. In the context, it is important for the City to form a long-term vision of local development in accordance with the broader context of the EU strategy.

Europe 2020 Strategy puts forward three mutually reinforcing priorities:

- ▶ **Smart growth:** developing an economy based on knowledge and innovation.
- ▶ **Sustainable growth:** promoting a more resource efficient, greener and more competitive economy.
- ▶ **Inclusive growth:** fostering a high-employment economy delivering social and territorial cohesion.

These strategic priorities have intention to turn the EU into a smart, sustainable and inclusive economy delivering high levels of employment, productivity and social cohesion.

The strategic vision of the City of Vinnytsia is related to the respect for human rights and equal opportunities for all citizens, with the full involvement of all categories of population. It is about promoting equal access of all citizens to education, health, social care, trainings and employment opportunities. In the perspective of 2020, Vinnytsia seeks to create a comfortable environment for its citizens, promote the development of strong, open and innovative urban community, developing as a genuinely European city.



Complementarity of the Strategy “Vinnytsia-2020” priorities with the priorities of the European strategy is as follows:

“Vinnytsia-2020” priorities	EU 2020 priorities
A Strong Community Built	Establishment of socially and economically sustainable local community, which shall satisfy the needs of all residents, is in line with EU Sustainable and Inclusive Growth.
Economic Development with High and Quality Employment	Improvement of economy structure and reduction of unemployment is in line with EU Smart, Sustainable and Inclusive Growth.
Environmental Sustainability and Improvement of Communal Services	Development of effective and efficient infrastructure is in line with EU Smart and Sustainable Growth.
Social Quality	Improvement of social cohesion is in line with EU Inclusive Growth.
Coherent Urban and Spatial Development	Improvement of urban environment is in line with Smart, Sustainable and Inclusive Growth.

To have Vinnytsia strategic priorities in line with EU priorities, it is important in terms of EU integration process, because of effective use of EU grant funds in this matter. The creation of different tools to prepare local community to the EU integration process is an important task, and Vinnytsia intends to be a leader in this area.





9. IMPLEMENTATION AND MONITORING

Vinnitsia 2020 Development Strategy (Strategy) consists of a series of specific activities, which are in function to achieve objectives defined in strategic priorities, and, eventually, to achieve the defined vision of the city development.

Activities shall be transformed in programs and projects; however, it is only a precondition for the Strategy implementation. The success on its way depends largely from the way of project management and in general form the Strategy implementation management.

The Model for implementation of the Strategy consists of three main parts:

Conversion of the Strategy priorities through the annual operational plans and budget. Strategic development priorities set out in the Strategy should be included in the annual programs of economic and social development and other specialized departmental programs. All existing programs and policies should be aligned with the Strategy. These programs and projects must be based on the principle of expediency and financial capabilities, along with clearly defined areas of competence and responsibility for implementing the Strategy.

Strategy communication processes. For the successful implementation of programs and projects, it is necessary to support the communication process both with all levels of local authorities and with all stakeholders. All information concerning the implementation of the Strategy should be collected and coordinated by the Economic and Investment Department of the City Council and Municipal Enterprise "The Institute of Urban Development".

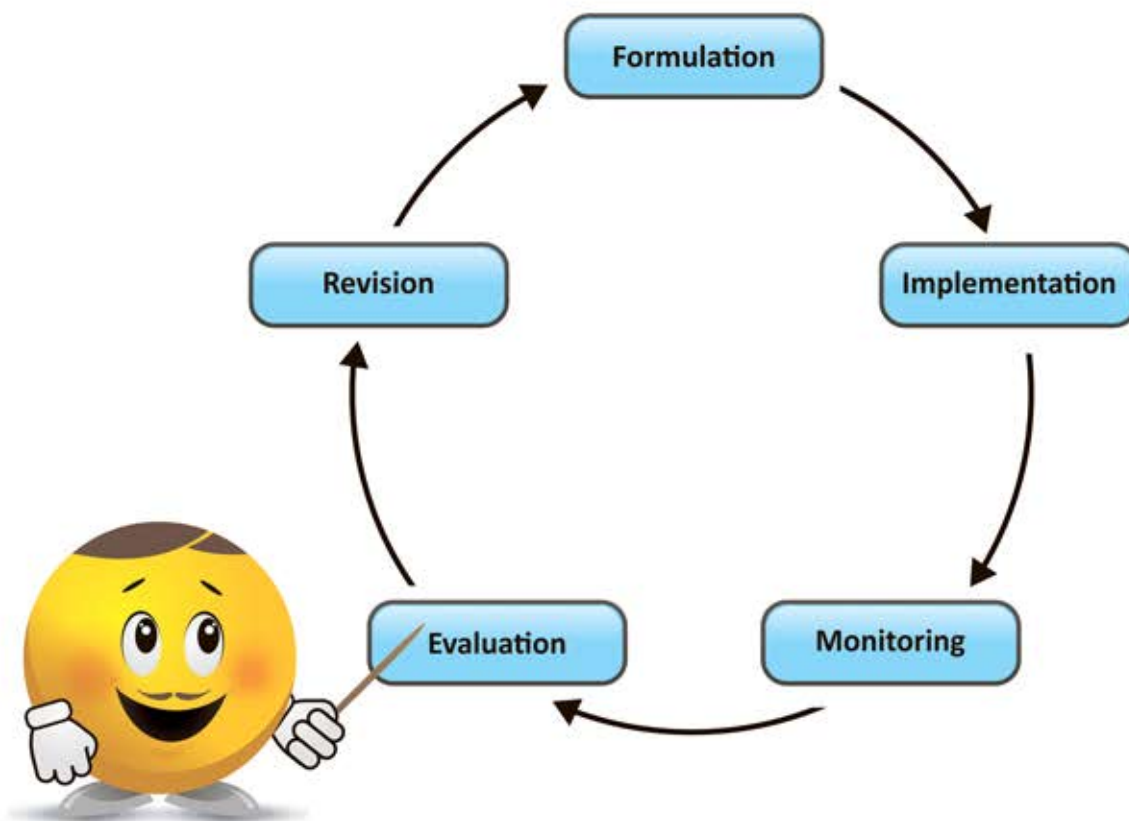
Continuous monitoring and adaptation of the Strategy according to changed conditions. The monitoring process includes gathering data on the effectiveness and quality of the Strategy implementation results compared to the expected results. These data will be included in the annual report on the implementation of the Strategy. The report will be prepared to determine programs and budget for the next year as a basic planning document.

In order to monitor and control the implementation of the Strategy, a **Committee for implementation of Vinnitsia 2020 Development Strategy** will be established. The Committee will be headed by the Mayor and composed of representatives of the City Council executive bodies, and of external experts – representatives of civil society institutions, industry and business, educational and research institutions and others. This Committee shall enable effective and transparent implementation of the Strategy.

The main tasks of the Committee are as follows:

- **Annual Implementation Report.** The Committee will be in charged for discussion and adoption of the Annual Implementation Report.
- **Evaluation of the Strategy.** According to analysis of different aspects of the current situation, the Committee will initiate annual evaluation procedure as systematic and objective assessment of the implementation of the Strategy. The Committee will be authorized for coordination of preparation the Strategy Evaluation Report, which can indicate the need for possible changes, according to new circumstances.
- **Updating the Strategy.** Strategy is a "living document" that needs constant updating due to changes in circumstances and in line with the Strategy Evaluation Report conclusions and recommendations. The Committee will be in charge for coordination of the Strategy updating process. Adoption of Amendments to the Vinnytsia 2020 Development Strategy will take place in accordance with the existing regulations of the City Council.
- **Reporting to the City Council.** Reporting to the City Council on the implementation of the Strategy will take place annually.

Support of the activities of the Committee will be provided by Economy and Investment Department and the Institute of Urban Development. Results of the Strategy implementation will be published on the official website of Vinnytsia City Council.



Picture: Process of monitoring and revision of Strategy

TABLE OF CONTENT

1. INTRODUCTION	1
2. GENERAL INFORMATION ABOUT VINNYTSIA	3
3. PEST- AND SWOT- ANALYSIS	5
4. MISSION	9
5. VISION	10
6. KEY PRINCIPLES OF CITY DEVELOPMENT	11
7. STRATEGIC PRIORITIES	13
7.1. STRATEGIC PRIORITY 1: A STRONG COMMUNITY BUILT	13
7.2. STRATEGIC PRIORITY 2: ECONOMIC DEVELOPMENT WITH HIGH AND QUALITY EMPLOYMENT	18
7.3. STRATEGIC PRIORITY 3: ENVIRONMENTAL SUSTAINABILITY AND IMPROVEMENT OF COMMUNAL SERVICES	22
7.4. STRATEGIC PRIORITY 4: SOCIAL QUALITY	26
7.5. STRATEGIC PRIORITY 5: COHERENT URBAN AND SPATIAL DEVELOPMENT	32
8. COMPLEMENTARY WITH EU STRATEGY	38
9. IMPLEMENTATION AND MONITORING	40

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