



# STRATEGIC PLAN

*Municipal Strategic Development Plan  
for the City of Kryvyi Rih  
through 2015*



# To our Community



We have been given responsibility for preserving and developing a unique little corner of the world – Kryvyi Rih and its environs. The world is a complicated and ever-changing place, and cities, like people, compete among themselves for resources, capital and residents. But winning this battle is impossible without a clear, simple and understandable roadmap – a Municipal Strategic Development Plan –, which has been put together for Kryvyi Rih for the first time ever.

This Strategic Plan is the result of a major joint effort between the Committee for a Socio-Economic Development Strategy for the City of Kryvyi Rih and a number of consultants and experts. Altogether, they worked on this Strategy for more than six months, involving elected deputies, executives from private companies and municipal organizations, community organizations, academics, union committees, specialists from the city and district executive committees, and the press. Practical assistance came from consultants with the Ukraine Municipal Local Economic Development Project or MLED, as part of a Memorandum of Understanding (MOU) with the city.

In preparing the Municipal Strategic Development Plan, we kept in mind the objectives of President Yanukovych's "Ukraine for People" Program and the goals of the Comprehensive Development Strategy for Dnipropetrovsk Oblast through 2015.

Our plan presents a vision of basic strategic development areas and the key steps that need to be taken to achieve this. Of course, the list of objectives and measures is an open one that will be clarified and refined as we go along.

Our intensive joint work has made it possible to look confidently towards the future, knowing that the city has one, as it was envisioned over 250 years ago by one of its founders, Oleksandr Paul.

All the residents of our city should feel confident that they are living in a safe, high-quality, comfortable environment. All those ready to make their lives in our city have a future here as well. Working together, we can reach any goal we set, by moving in those strategic directions that we have defined and turning Kryvyi Rih into a city of cutting-edge technology and comfort.

This Strategic Plan should allow us to concentrate all the city's available resources on efficient and effective municipal development in a market economy, so that we can improve the standard of living and quality of life for everyone.

*Yuriy Vilkul*  
*Mayor of Kryvyi Rih*



# MUNICIPAL STRATEGIC DEVELOPMENT PLAN

*for the City of* **KRYVYI RIH**  
*through 2015*

# Table of Contents

|   |           |
|---|-----------|
| To our Community  |           |
| Foreword.....   | 3         |
| 1. How We Developed the Strategic Plan.....   | 5         |
| 2. The profile of our city.....   | 11        |
| 3. The results of SWOT analysis .....   | 14        |
| 4. Why we chose this Development Strategy.....  | 16        |
| 5. Our Mission and Strategic Vision .....   | 18        |
| 6. Strategic Areas of Municipal Development .....   | 20        |
| <b>6.1 Strategic Area A:</b><br><b>A RESOURCE-SAVING CITY WITH A HEALTHY ENVIRONMENT .....</b>                      | <b>22</b> |
| <b>6.2 Strategic Area B:</b><br><b>A CITY WITH A DIVERSIFIED, COMPETITIVE ECONOMY. ....</b>                         | <b>38</b> |
| <b>6.3 Strategic Area C:</b><br><b>A CITY OF SCIENCE AND NEW TECHNOLOGY .....</b>                                   | <b>53</b> |
| <b>6.4 Strategic Area D:</b><br><b>A CITY THAT IS GREAT TO LIVE IN .....</b>  | <b>60</b> |
| 7. How Kryvyi Rih's Strategic Development Plan fits with comprehensive<br>development in Dnipropetrovsk Oblast..... | 76        |
| 8. Coordinating Implementation of the Strategic Plan .....  | 78        |
| 9. Monitoring the Progress of the Strategic Plan.....   | 80        |

# Foreword

Kryvyi Rih's Municipal Strategic Development Plan through 2015 (Strategic Plan) has been formulated in line with Cabinet Resolution №1001 dated July 21, 2006, "On approving a National Strategy for Regional Development through 2015" and the Guidelines on Formulating Regional Development Strategies, which were approved by Resolution №224 of the Ministry of Economic and European Integration on July 29, 2002. Kryvyi Rih's Strategic Plan also matches the goals of the Comprehensive Development Strategy for Dnipropetrovsk Oblast through 2015, which was approved by Resolution №132-7/VI of the Dnipropetrovsk Oblast Council on June 24, 2011.

The purpose of a Strategic Plan for Kryvyi Rih is to set out priority municipal development areas as well as strategic and operational goals in the form of measures and projects that will foster economic growth, increase the city's competitive edge, and improve the quality of life of the local community. This Strategic Plan is intended to stimulate investment in new and existing businesses with high potential for growth. It is also intended to foster a positive business environment and establish the necessary conditions for long-term investment.

This Strategic Plan is based on the idea of sustainable



development through stable growth in the overall population, its workforce, and its resource capacities, as well as in industrial, R&D, financial and social capital. As internal resources are fully mobilized and the range of investment propositions expands, this will bring a gradual transition to a qualitatively new “innovation and investment” model of development. At the same time, the reach of systemic risks, limitations and threats will be reduced, allowing innovative activity to intensify and provide a solid foundation for modernizing the municipal economy. As new, progressive forms of local manufacturing develop, new jobs will also be created, reducing both hidden and official unemployment and improving the standard of living for local residents.

In preparing this Strategic Plan, the authors undertook a comprehensive assessment of municipal resources just as institutional reforms were taking place in the economic and social spheres.

In the process of drafting the Strategic Plan, the authors used materials from the Economy Ministry, other Ministries and departments, think-tanks, the state statistics agency Derzhkomstat, the Dnipropetrovsk Oblast Main Department of Statistics, the Kryvyi Rih Municipal Department of Statistics, the Executive Committee of Kryvyi Rih City Council, and the EBED Project, and the skills of the Committee to Draft a Municipal Socio-Economic Development Strategy (Strategy Committee).



# 1

## How We Developed the Strategic Plan

The strategic planning process was handled by the Strategic Planning Committee together with various departments of the Executive Committee of Kryvyi Rih City Council, representatives from city district councils, local offices of the State Statistics Administration in Dnipropetrovsk Oblast, the Chamber of Trade and Commerce, officials from city approvals departments, and the general public, assisted by consultants from the Ukraine Municipal Local Economic Development Project (MLED).

The Strategic Plan treats local economic development as a process of strategic partnership based on the principles of public-private partnership, systemic environmental protection, the multi-faceted development of human resources. This strategic partnership, in turn, ensures the sustainable development of the local community and fosters growing productivity in the local economy, the generation of a maximum of public good and the creation of as many new jobs as possible by making



use of the city’s competitive advantages. The Strategic Plan also considers national and local competitive advantages, limitations and threats to the future development of the city.

Specialists from City Council’s Executive Committee, the assistance of MLED Project consultants, prepared a profile of Kryvyi Rih containing information about the population, living conditions, local economic base, community and technical infrastructure, environmental condition, and so on.

The process of strategic planning for municipal economic development can be presented as a sequence of consecutive steps:

- 1 organizing the process;
- 2 analysing key municipal statistics and information;
- 3 identifying the mission, vision, and development areas;
- 4 establishing goals, tasks and action plans;
- 5 publicly discussing and approving the Strategy;
- 6 monitoring and implementing the Strategic Plan.

An objective view of the city’s business environment is presented in the “Report on a Survey of Kryvyi Rih Businesses”. The survey of local business managers, employers and entrepreneurs was carried out in July 2011 in the form of an expert poll. A sample of respondents was formed by random selection from a general list of commercial entities, reflecting the balance of large, medium and small enterprises and sole entrepreneurs. The surveyed businesses employ over 13,000 or 6% of the city’s working population. Only 20% to 40% of employees at most enterprises are women. Of the surveyed enterprises, 13 were large (251 to 5,000 employees), six were medium-sized (51 to 250 employees), and 25 were small (less than 50 employees). The Strategy Committee took the opinions of these respondents into account when identifying priority economic development areas for the city.





The Committee did a SWOT analysis of the positioning and development of the municipal economy. They identified and discussed in detail the internal factors – strengths and weaknesses – affecting the city and assessed the city’s position relative to other Ukrainian cities with which Kryvyi Rih competes for people, resources and investment. The city’s competitive edge was analyzed in terms of external factors – opportunities and threats.

Based on the city profile and SWOT analysis and using methods of open and inclusive decision-making, prioritizing and discussing the business survey results, the Committee identified those areas of strategic local development for Kryvyi Rih that could serve as a basis for developing the Strategy.

The Committee then formulated the Mission and Strategic Vision, their concept of how the city might be in the future. The Strategic Vision is the introductory step developing strategic goals.

Next, the Committee developed a number of strategic and operational goals for each priority area of municipal development.

One entire committee meeting was devoted to discussing the current status of each designated area of municipal development and reaching consensus on what steps needed to be taken by government, the business community and other partners to bring about improvements in those areas. The discussion involved members of district councils, public administrators, business professionals, and other specialists with the right kind of experience and professional knowledge. As a result of this meeting, a number of changes and amendments were made to the strategic and operational goals.

This Strategy can be implemented only if its implementers and all stakeholders work together. Then goals will be reached, joint projects carried out, and new ideas generated regarding further sustainable municipal development.



## Flow Chart for Goal Tree



## Summary of Strategic Planning Process in Kryvyi Rih

1. The Strategy is the result of the joint efforts of representatives from all groups in the local community: local government, business, non-government organizations and residents. This allowed all stakeholders to present their propositions regarding goals and objectives. This, in turn, should ensure that the local community is receptive towards the decisions that will be made when the Strategy is being implemented.
2. Local officials and businesses feel personally responsible for the city's future and are ready to provide the resources needed to create the future that they envisioned together in the Strategic Plan. Reaching the Plan's strategic goals will require cooperation and political will on the part of all local community leaders.
3. The Strategic Plan emphasizes the competitive advantages of the local community. There are resources both within and outside the city that, with proper harnessing, could be used to solve key problems. The Strategy focuses on those areas of municipal development that will bring the greatest benefits down the line.
4. Environmental management, growing corporate social responsibility, a better investment environment, the conditions necessary for innovative manufacturing, R&D, and human development are all inter-related, which means effective solutions can only be found by perceiving them all as a whole.
5. The Strategy is based on other documents of



a strategic nature, including the General Plan for Municipal Development and targeted municipal programs that have been approved by City Council and are being implemented by its executive bodies. The main provisions of the Strategic Plan are supposed to be taken into account when preparing annual and medium-term municipal economic and social development programs.

6. How successfully the Strategic Plan is implemented will depend on how responsible stakeholders are. So, it makes sense to set up a Strategy Implementation Committee (SIC) consisting of the most active members of the local community and representatives of all stakeholders. The SIC will be responsible for monitoring the progress of all operational goals in the Strategic Plan and for developing proposals for City Council on how to update or expand the Strategic Plan.
7. Strategic planning is an effective tool for systems management, which, with external and internal factors constantly changing, is an ongoing process. The Strategic Plan is a way to move toward an absolute vision – continuous movement to ensure the sustainable development of the community, the region and the country.



## 2

# The profile of our city

**Kryvyi Rih is an “oblast-level” city, meaning it reports directly to the oblast rather than to a raion (district) council, in Dnipropetrovsk Oblast and center of the Kryvyi Rih industrial belt.**

As of January 1, 2011, its population was 667,900. The city is 126 km long, 20 km wide, with a total area of 430 sq km. It is 146 km southwest of Dnipropetrovsk and 426 km southeast of the country’s capital, Kyiv.

The city territory is divided into seven rayons or districts. Kryvyi Rih also included three towns and two villages.

Local businesses produce 6.4% of Ukraine’s annual GDP and 7% of the country’s export commodities. There are around 90 large industrial companies in

the city. Iron-and-steel industry is the dominant local industry and strongly shapes the city’s labor market. All in all, mining and metallurgical products constitute 86% of the city’s total industrial output.

According to various estimates, explored reserves of iron ore in Kryvbas are between 18 and 32 billion tonnes. Eight out of the country’s 11 iron ore extraction and processing companies are located here, as well as companies servicing the steel industry, forming a powerful steelmaking conglomeration that includes an integrated mining-and-processing plant, four enrichment plants, one iron ore plant, two mines, and three repair plants. Kryvyi Rih is home to one of the largest steel plants in the world, ArcelorMittal Kryvyi Rih, formerly Kryvorizhstal, which accounts for 20% of Ukraine’s metal product market.





The city is crossed by 1,742 roadways, with 94 bridges and overpasses, for a total length of 2,787.8 km. The outdoor lighting network runs 1,830.63 km – 1.624,5 km of it above the ground and 206.2 km of it cable wiring, covering some 52,000 lighting devices. The city has an automated control system for its outdoor lighting.

There are over 16,000 hectares of green space in the city, including 1,379.7 ha of public areas: 21 public parks, 116 squares, 11 embankments, 22 gardens, 21 boulevards and 19 green zones.

Total residential space in municipal housing stock is 15,510,000 sq m.

The municipal transit system has 1,200 buses, 70

trolleybuses and 62 street cars. The Kryvyi Rih Division of Prydniprovska Zaliznytsia, the regional state railway company, is one of the largest Ukrainian railway divisions, handling up to 17% of domestic rail freight every year. Kryvyi Rih International Airport is a community enterprise.

Kryvyi Rih has 149 kindergartens, 148 public schools, 15 technical-vocational schools, and 32 post-secondary institutions.

The city healthcare network includes 48 medical-and-preventive institutions, 1 orphanage, 1 cosmetic hospital unit, 3 children's sanatoria, 198 private clinics, 2 general hospitals, 4 polyclinics belonging to industrial enterprises, the community-owned enterprise Farmatsia (Pharmacy), 8 health



and sanitation units, the Industrial Medicine Research Institute, the post-graduate faculty of the Dnipropetrovsk State Medical Academy, the Medical College and Professional Development School, 8 medical and social services expert commissions, and the Kryvyi Rih Forensics Office.

There are more than 90 cultural and arts institutions in Kryvyi Rih: 3 theaters, 46 public libraries, 18 extra-curricular arts & performance schools, 15 performance centers and clubs, the Museum of Local History with two branches, 1 exhibition hall, 1 circus, 1 music school, and 5 movie theaters.

For physical education, sports and recreation, the city has 17 stadiums, 15 swimming pools – 13 indoor and two outdoor –, 234 gyms, 209 exercise rooms of

which 108 are equipped with fitness machines, 702 playing fields, 33 soccer fields, and 1 racing track for cars.

Social services are represented by Mercy House and Coziness Mercy House – 2 charity homes for single elderly and disabled individuals–, the community-owned Center for the Rehabilitation of Disabled Children in Kryvyi Rih, and the community-owned enterprise Overnight Stay Center. Altogether, 8 Local Social Services Centers provide social assistance and a wide range of social services.

# 3

## The results of SWOT analysis

SWOT analysis is a tool for preparing realistic action plans for municipal development that will set out medium-term strategic and short-term operational goals projects. The implementation of these projects

should eliminate some of the city's weaknesses and shore up its strengths, on one hand, and ensure that any favorable factors that arise due to external forces are maximized and threats avoided, on the other.

| STRENGTHS   | WEAKNESSES   |
|---|--|
| <ul style="list-style-type: none"> <li>■ Mature mining and steel industries</li> <li>■ Enough reserves of natural and mineral resources for iron and steel industry to keep going another 100 years</li> <li>■ Favorable location</li> <li>■ Developed transport infrastructure</li> <li>■ Good water supply</li> <li>■ Plenty of green zones</li> <li>■ Highly educated and skilled workforce</li> <li>■ A relatively young population</li> <li>■ Highly active and civic-minded local community</li> <li>■ Developed social infrastructure</li> <li>■ Available land</li> <li>■ Efficient system for setting up a business and getting approvals and permits</li> <li>■ Major local builders</li> <li>■ High average salary</li> <li>■ Strong, competent government agencies</li> </ul> | <ul style="list-style-type: none"> <li>■ Poor environmental situation</li> <li>■ Highly deteriorated transport and road infrastructure</li> <li>■ Highly deteriorated utility networks</li> <li>■ Poorly diversified economy</li> <li>■ Underdeveloped SMEs in certain areas</li> <li>■ Significant gray economy</li> <li>■ Skewed labor market</li> <li>■ Not enough jobs for women</li> <li>■ Not enough subsidized housing</li> <li>■ Inadequate health services</li> <li>■ Obsolete medical equipment</li> <li>■ Unfavorable demographics</li> </ul> |



## OPPORTUNITIES

- Development of a national concept of corporate social responsibility
- Growing activeness of foreign investors: construction of an international logistics hub based at airport
- New legislation streamlining construction and investment processes
- Stricter oversight of environmental situation
- Legal requirements and real enforcement of labor legislation, legitimizing workers
- Growing international interest in unique local industrial assets
- New national energy conservation programs
- Special status granted to the city
- Growing demand for metal products

## THREATS

- Municipal economy overly dependent on major tax contributing enterprises
- A deteriorating environmental situation under current approach
- Growing risks of man-made hazards
- Deteriorating public health
- Major enterprises not upholding commitments to social improvements and environmental programs
- Growing competition from outside suppliers of ore; waning international demand; a volatile global metals market
- Outdated technology; exports dominated by raw materials rather than finished products
- Deteriorating housing stock
- Brain drain to oblast centers



# 4

## Why we chose this Development Strategy

Cities develop in a competitive environment. The economy of Kryvyi Rih is based on two main resources: minerals and labor. For the long-term, successful life of the local community, it is critical that the entire complex of these economically vital components is maximally effectively utilized. Any given community has a number of options for development. We will consider two: inertial and transformational.

### Development by inertia

The basic hypothesis of this option is the assumption that socio-economic processes, that is, the economic, social and environmental situation in the city are

being poorly managed because a number of negative backward-looking trends and a passive attitude towards evident problems continues across the community: government, business and voters. As a result, the city will face downward demographic, environmental and socio-economic trends (demographic projections were prepared by the EBED project) following an inertial scenario.

Developing inertially, the city will use up its existing economic potential, the mining and steel industries, which are applying extensive methods to their own development. This will trigger systemic risks, the main one being a destabilized demographic situation.



Kyryvi Rih's population will continue to decline over the next 20 years, losing nearly 20% and going from 663,000 to 540,700 by 2030. This is likely to have a major negative impact on the availability of workers in all branches of the local economy and all municipal services.

Kyryvi Rih's birthrate peaked during 2007–2009. However, if current inertial trends continue, the actual migration rate could rise to 20% more than the norm. This, in turn, would cause the average age of the population to rise, that is, to its "greying."

Maintaining an extensive economy reduces the competitive edge of the iron and steel industry that is currently the mainstay of municipal growth and a major contributor to the city's budget. With the market for metals in continuous flux, however, the risk of social instability grows as the threat of widespread unemployment looms. If Kyryvi Rih fails to promote resource-saving technologies, this will negatively affect its overall competitive advantages and will become a major factor causing commercial and residential real estate to lose liquidity.

Together, these processes will lead to imbalances and fluctuations in the qualitative and quantitative aspects of the region's resource base, ever-shrinking options for reforming and restructuring the municipal economy, growing susceptibility to subjective factors, and, in the end, the balance between production+consumption and consumption+saving will remain as it is today.

## Development through transformation

This model is based on a commitment to support positive development, innovative renewal and

accelerated economic growth in all areas. Its combined quantitative criteria are: substantial growth in the gross regional product and in the human development index.

Transformations will be supported by technological progress in the traditional industries and the development of new ones that involve research and innovation. Offering the proper conditions for diversifying the economy and for supporting socially responsible business will foster social change and ensure that the local population will continue to grow and thrive.

Development through transformation can happen if the main strategic components of the Strategic Plan are carried through: improving the environmental situation and implementing resource-saving technologies; diversifying the economy and developing state-of-the-art types of heavy industry; promoting science; developing the city's territory to encourage demographic stability; and making the city and region more attractive to investors.

If the Strategy is properly implemented, we anticipate that it will slow the brain drain and bring an influx of new able-bodied individuals. This could lead to a slowdown in the anticipated decline of city's population by 2030, to 648,000 and ensure the sustainable growth of the local economy.

Introducing energy- and resource-saving technologies, developing of the science-intensive branches of industry, and providing favorable conditions for research facilities will improve the competitive edge of both the city and the oblast.

# 5

## Our Mission and Strategic Vision

The Mission of a city is the reason it was founded, its main purpose and the meaning of its existence: the totality of its unique historical and current features and competitive advantages – both those it already enjoys that the community would like maintain to further develop and those its residents would like to gain in the conscious process of development.

In establishing their city's Mission, the community itself determines “who we are and what we are doing”. The Mission is a link between the past and present and presents those unique features that the community wants to maintain.

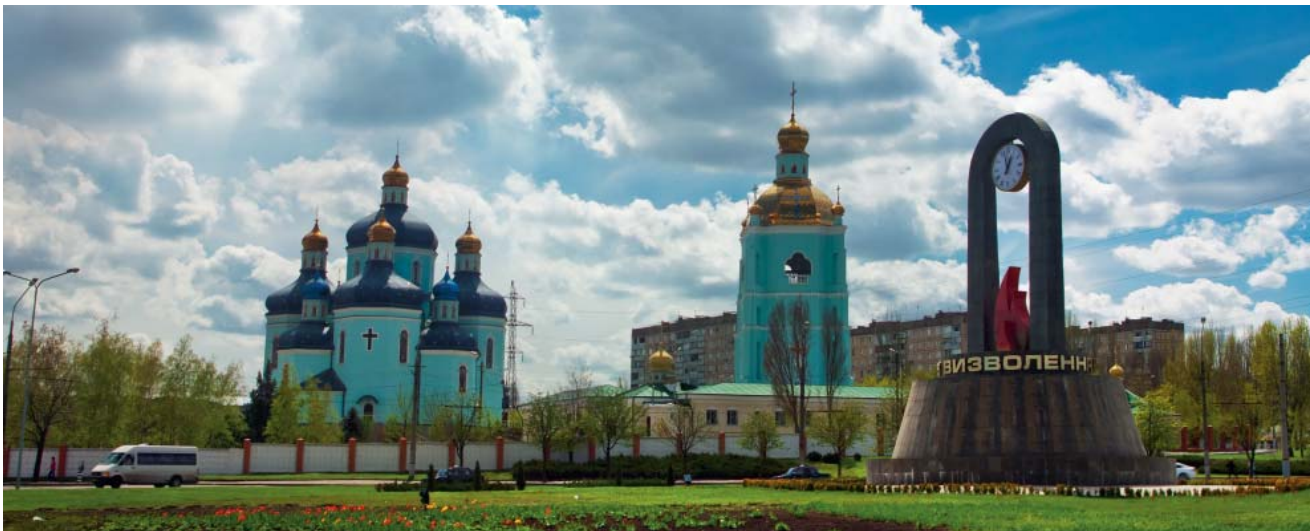
The main purpose of the city can change over time, or the community may want to do so. This is what is known as the Vision. Both the Mission and Vision must be focused on the Individual. This is

a collective image of those who live in the city or region, who love their home town and want their children to live there, too.

### CITY MISSION

#### Kryvyi Rih:

A city of steelworkers and coalminers, talented and hard-working people united in a community with strong, competent government. The “steel heart” of Ukraine, a great metal processing center of global importance with a huge industrial complex. The cultural, scientific, educational and athletic center of Dnipropetrovsk Oblast, boasting many parks on the banks of the Ingulets and Saksahan rivers.



**The strategic vision is a common, consensual view of the city's future by its residents.**

## CITY STRATEGIC VISION

### Kryvyi Rih in the future:

- The cleanest steel-making center in the world with special status as a leader in implementing of resource- and energy-saving technologies.
- A powerful industrial center with a diversified economy, modernized, environmentally friendly mining-and-processing complex, and mature state-of-the-art heavy industry.
- An influential regional educational center with a strong emphasis on science – a “forge” producing professionals for Europe and technological developments, all working for the benefit of Ukraine's economy.
- A beautiful, safe, comfortable city where happy patriotic individuals live, who feel that they are an active, self-sufficient community with a professional government and a high quality of life.



# 6

## Our Mission and Strategic Vision

Based on an analysis of the city profile, the expert survey and SWOT analysis, the Strategic Planning Committee selected four strategic development areas for the community of Kryvyi Rih:

- A** A RESOURCE-SAVING CITY WITH A HEALTHY ENVIRONMENT
- B** A CITY WITH A DIVERSIFIED, COMPETITIVE ECONOMY
- C** A CITY OF SCIENCE AND NEW TECHNOLOGIES
- D** A CITY THAT IS GREAT TO LIVE IN



Activities in each of these four strategic development areas will be aimed at fulfilling individual components of the vision of the city's future development.

## STRATEGIC VISION OF KRYVYI RIH

- The cleanest steel-making center in the world with special status as a leader in implementing of resource- and energy-saving technologies.
- A powerful industrial center with a diversified economy, modernized and environmentally friendly mining-and-processing complex and mature state-of-the-art heavy industry.
- An influential regional educational center with a strong emphasis on science – a “forge” producing professionals for Europe and technological developments, all working for the benefit of Ukraine's economy.
- A beautiful, safe, comfortable city where happy patriotic individuals live, who feel that they are an active, self-sufficient community with a professional government and a high quality of life.



**A**

A resource-saving city with a healthy environment



**B**

A city with a diversified, competitive economy



**C**

A city of science and new technologies



**D**

A city that is great to live in

## 6.1 Strategic Area A: A RESOURCE-SAVING CITY WITH A HEALTHY ENVIRONMENT

The Vision of Kryvyi Rih's development shows how willing the local community is to see their city the cleanest mining and steel-making center in the world. Clearly, this can happen only if resource-saving technologies are introduced. Modern approaches to developing the mining and steel-making industry can ensure that the main, most valuable resource the industry needs, iron ore, is maintained.

According to the Constitution of Ukraine and the Law of Ukraine "On Local Government in Ukraine", the community of Kryvyi Rih, as the owner of local minerals and other natural resources, has the right to draw up and enforce local regulations and use other legal and social instruments to ensure a fundamental



improvement in the environment in the region and the successful implementation of environmentally friendly, resource-saving technologies.

The city now has an extremely high burden of man-made hazards. Many local enterprises pollute the environment and could constitute the source of man-made catastrophes. The city's risk profile include 182 sources that are potential dangerous to the environment. Establishing proper control over the sources of man-made hazards and finding ways for local government agencies to influence them will improve the environmental situation.

With the high concentration of industrial enterprises, primarily the mining and steel-making complex, as of January 1, 2010, the city had generated 288.7 million tonnes of waste, of which 172.5mn t were located outdoors. The wastes from iron ore extraction and enrichment are the main source of industrial waste. They are partly re-used by companies in the mining and metallurgic complex for non-production needs, but a significant portion of this waste needs thorough processing and disposal.

The lack of a market of waste disposal services in the city is a major problem and the process of establishing such a market will need the constant oversight of local agencies.



The production of many industrial products results in the emission of huge volumes of hazardous substances that spread over a four- or five-kilometer radius of the manufacturing facilities. Protecting the city's atmosphere is an important part of our Vision.

The hazards associated with mining and quarry operations need special attention as they could lead to the destruction of the surrounding landscape, to contaminated water flooding residential areas, and to the pollution of rivers and reservoirs that are the source of drinking water for the city.

Some 400 ha of municipal land are in a dangerous

landslide zone, while another 8,000 ha of land have already been disturbed. To optimize the use of local land resources, there needs to be ongoing control over hazardous lands and disturbed land needs to be reclaimed.

Undertaking these measures will benefit all those involved in industrial production and those who use these resources – including the owners of mining and steelmaking companies who are interested in the long-term supply of raw materials. Establishing the conditions for secondary use of reclaimed land could prove interesting for SME development.

## MAJOR PROBLEMS

- Negative environmental impact of mining operations.
- High level of air pollution in the city and surroundings.
- Growing volumes of household waste as waste generation surpasses waste disposal.
- No market for solid household waste processing services.
- Insufficient funding for the prevention and elimination of the impact of disasters.
- Poor system for monitoring geological and other dangerous activity; no effective means for local government to control how man-made hazards are handled in the city.
- Poor ecological awareness among the business community and local residents.
- Flawed system of environmental taxing, including no clear relation with those who pay emissions tax for using fuels and generating pollution from mobile sources (vehicles).
- Poor quality drinking water.
- Poor legislation regulating the reclamation of disturbed land.

**STRATEGIC AREA A:  
A RESOURCE-SAVING CITY WITH A HEALTHY ENVIRONMENT**

**STRATEGIC GOALS**

|   |   |  |  |
|---|---|--|--|
| <p><b>A.1.</b></p> <p>Reduce pollution and prevent man-made hazards</p> | <p><b>A.2.</b></p> <p>Improve the municipal environment</p> | <p><b>A.3.</b></p> <p>Educate the public and increase awareness of the environment</p> | <p><b>A.4.</b></p> <p>Improve the energy efficiency of the local economy</p> |
|---|---|--|--|

**OPERATIONAL GOALS**

|   |  |   |  |
|---|--|---|--|
| <p>A.1.1.</p> <p>To foster system-wide use of environmentally friendly technologies at city enterprises</p> | <p>A.2.1.</p> <p>To expand municipal green spaces and recreational zones</p>             | <p>A.3.1.</p> <p>To develop and implement a concept of environmental education</p>  | <p>A.4.1.</p> <p>To develop targeted program-based projects to introduce energy efficient technologies in the public and private sectors</p>             |
| <p>A.1.2.</p> <p>To ensure that modern waste recycling technologies are used</p>                            | <p>A.2.2.</p> <p>To ensure that the Ingulets and Saksahan river beds are cleaned up</p>  | <p>A.3.2.</p> <p>To develop and implement a system to increase public awareness of the benefits of a safe environment</p> | <p>A.4.2.</p> <p>To ensure that energy efficient technologies are used in the housing sector and modern technologies in the municipal heating system</p> |
| <p>A.1.3.</p> <p>To reclaim disturbed land</p>  | <p>A.2.3.</p> <p>To improve the state of city reservoirs that supply drinking water</p>  | <p>A.3.3.</p> <p>To ensure that public school and post-secondary curricula include environmental safety courses</p>       | <p>A.4.3.</p> <p>To ensure that energy efficient technologies are used in the water supply and sewage system</p>   |
| <p>A.1.4.</p> <p>To develop a regulatory framework to protect the environment</p>                           | <p>A.2.4.</p> <p>To foster building artificial ponds and water fountains in the city</p> |   | <p>A.4.4.</p> <p>To increase the efficiency of the municipal outdoor lighting system</p>   |
| <p>A.1.5.</p> <p>To reduce risks and mitigate the impact of flooding in the city</p>                        |  |   |  |

# Strategic Goal A.1:

## Reduce pollution and prevent man-made hazards

### Operational goal A.1.1:

#### TO FOSTER SYSTEMWIDE USE OF ENVIRONMENTALLY FRIENDLY TECHNOLOGIES AT CITY ENTERPRISES

Together with the main polluting enterprises, the Environmental Department of the City Council's Executive Committee (Municipal Environmental Department) will coordinate the implementation of a long-term program to address environmental issues facing Kryvbas and improve the environment over 2011–2022.

#### Objectives and Measures:



- To analyze and report on the environmental impact of the main polluting enterprises;
- To prepare an environmental action plan for the main polluting enterprises;
- To find alternative sources of funding for the long-term program to address environmental issues facing Kryvbas and improve the environment over 2011–2022.

**Responsible individual:** The Director of the Municipal Environmental Department.

**Executors:** The Municipal Environmental Department and major polluting enterprises.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, State Department of Environmental Protection in Dnipropetrovsk Oblast, Kryvyi Rih Laboratory for Monitoring Air Pollution, Kryvyi Rih Municipal Health and Sanitation Unit.

**Timeframe:** Ongoing.

## Operational goal A.1.2: TO ENSURE THAT MODERN WASTE RECYCLING TECHNOLOGIES ARE USED

The Municipal Environmental Department, together with the Municipal Department of Landscaping and Housing Policy, will analyze sanitary conditions throughout the city and advise stakeholders of opportunities for local enterprises to get involved in waste management, provided that they use modern waste recycling technologies. The two departments will also promote the introduction of such technologies.

### Objectives and Measures:

- To ensure that new technologies for processing collected industrial and household waste are developed and used locally;
- To ensure that a market for managing solid household waste is developed, that favorable



business conditions are provided for recycling household waste, and that service quality is improved;

- To facilitate the introduction of separated waste collection and the use of recycling bins for various types of waste;
- To provide the conditions for waste processing and recycling plants to be built.

**Responsible individuals:** The Directors of the Municipal Environmental Department and the Landscaping and Housing Policy Department.

**Executors:** The Municipal Environmental Department, the Landscaping and Housing Policy Department, the Capital Construction Department, and the Urban Development and Architecture Department.

**Partners:** Kryvyi Rih City Council, the Municipal Land Resources Department, Dnipropetrovsk Oblast Council's Dnipropetrovsk Regional Investment Agency.

**Timeframe:** 2011 through 2014.

## Operational goal A.1.3: TO RECLAIM DISTURBED LAND

The Municipal Environmental Department, together with companies that have caused damage to land, will ensure that the reclamation of land is monitored continuously, following local and international practice. They will also enforce corporate liability for reclaiming disturbed land.

## Objectives and Measures:

- To ensure coordinated action and a comprehensive approach reclaiming land that was used by owners or tenants whose legal status has been rescinded;
- To facilitate the reclamation of abandoned quarries and the setting up of recreational zones on the territories of quarries and slag heaps;
- To ensure that a system of measures is developed to make use of underground hollows for mining companies and prevent possible landslides or cave-ins;
- To ensure that modern land use technologies are used to preserve and reclaim soil resources and the agrochemical potential of the land.

**Responsible individuals:** The Directors of the Municipal Environmental and Land Resources Departments.

**Executors:** The companies most responsible for disturbing land, the Municipal Urban Development and Architecture Department.

**Partners:** Kryvyi Rih City Council, the Mining Research Institute, the Institute for the Research of Labor and Environmental Safety in the Mining and Steelmaking Industries, the State Environmental Inspection in Dnipropetrovsk Oblast, the State Land Resources Committee division in Kryvyi Rih, and the Kryvbas Blueprint State Institute for Designing Mining Operations.

**Timeframe:** 2011 through 2015.

## Operational goal A.1.4:

### TO DEVELOP A REGULATORY FRAMEWORK TO PROTECT THE ENVIRONMENT

The Municipal Emergency and Civil Defense Department, together with the Municipal Environmental Department and Municipal Urban Development and Architecture Department, will ensure that the Comprehensive Environmental Rehabilitation Program intended to solve environmental problems and improve the overall environmental situation is carried out, as well as the Program to Replenish and Utilize Material Reserves to Prevent and Mitigate Man-made and Natural Emergencies in the City over 2011–2015.

## Objectives and Measures:

- To develop a municipal environmental monitoring system as a component of the overall environmental management system on a public-private partnership basis;
- To set up an emergency response service to prevent environmental and man-made catastrophes;
- To ensure that an environmental map is drawn up for the city, to assess the current state of the environment, monitor patterns of change and anticipate future processes;
- To develop a system for monitoring and managing underground hollows;
- To set up an Environmental Planning Board to maintain the most acceptable anthropogenic load in the city and coordinate the use of natural

resources;

- To introduce a system for managing and monitoring the use of land resources.

**Responsible individuals:** The Directors of the Municipal Emergency and Civil Defense Department and the Environmental Department.

**Executors:** The Municipal Emergency and Civil Defense Department, and the Environmental Department.

**Partners:** Kryvyi Rih City Council, the Mining Research Institute, mining companies, State Environmental Protection Department in Dnipropetrovsk Oblast.

**Timeframe:** 2011 through 2013.

### **Operational goal A.1.5:**

## **TO REDUCE RISKS AND MITIGATE THE IMPACT OF FLOODING IN THE CITY**

The Municipal Environmental Department and the Municipal Capital Construction Department will ensure that the causes of flooding in the city are eliminated and the consequences of such flooding minimized. They will also handle issues related to zoning, lands and individual territories that are under threat of emergency situations due to flooding.



### **Objectives and Measures:**

- To eliminate the flooding of express streetcar stations;
- To ensure that gutter drainage systems are restored in the city's residential areas.

**Responsible individual:** The Director of the Municipal Landscaping and Housing Policy Department.

**Executors:** The Municipal Environmental Department and the Capital Construction Department.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council.

**Timeframe:** Ongoing.

# Strategic Goal A.2:

## Improve the municipal environment

### Operational goal A.2.1:

#### TO EXPAND MUNICIPAL GREEN SPACES AND RECREATIONAL ZONES

The Municipal Landscaping and Housing Policy Department and the Environmental Department will ensure that the measures are taken to expand the total area of green spaces, lawns and flowerbeds in the city and the number of recreational zones.

#### Objectives and Measures:

- To ensure that trees and bushes are planted firstly in industrial and recreational zones;
- To ensure that public parks and squares are planted and the city's greenery restored;
- To revive existing lawns and flowerbeds and put in new ones on streets, squares and land adjacent to residential buildings.

**Responsible individual:** The Director of the Municipal Landscaping and Housing Policy Department.

**Executors:** The Municipal Landscaping and Housing Policy Department, local industries.

**Partners:** Kryvyi Rih City Council, the executive committees of district councils.

**Timeframe:** 2011 through 2014.

### Operational goal A.2.2:

#### TO ENSURE THAT THE INGULETS AND SAKSAHAN RIVER BEDS ARE CLEANED UP

The Municipal Urban Development and Architecture Department, together with the Dnipropetrovsk Oblast Waterworks, will encourage projects and comprehensive actions to clean up the Ingulets and Saksahan river beds.

#### Objectives and Measures:

- To ensure that multidimensional designs are developed for water protection zones around the Ingulets and Saksahan rivers;



- To develop a project to clean up the Ingulets and Saksahan river beds;
- To find additional sources of funding for efforts to clean up the Ingulets and Saksahan river beds;
- To carry out comprehensive work cleaning up the Ingulets and Saksahan river beds.

**Responsible individuals:** The Directors of the Municipal Urban Development and Architecture Department, the Landscaping and Housing Policy Department, and the Environmental Department.

**Executors:** The Municipal Urban Development and Architecture Department, and the Landscaping and Housing Policy Department.

**Partners:** The Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, Dnipropetrovsk Oblast Waterworks.

**Timeframe:** 2011 through 2015.



### **Operational goal A.2.3:**

## **TO IMPROVE THE STATE OF CITY RESERVOIRS THAT SUPPLY DRINKING WATER**

The Municipal Landscaping and Housing Policy Department, together with KryvbasProvVodopostach-annya, a state enterprise, will ensure that measures to improve the condition of local reservoir that supply municipal drinking water are developed and carried out.

### **Objectives and Measures:**

- To ensure that the best parameters are used for flushing the Ingulets river;
- To facilitate the reconstruction of water treatment facilities belonging to KryvbasVodokanal, a community-owned enterprise.

**Responsible individual:** The Director of the Municipal Landscaping and Housing Policy Department.

**Executor:** The Municipal Landscaping and Housing Policy Department.

**Partners:** The Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, KryvbasProvVodopostachanya, the State Agency for Water Resources, Dnipropetrovsk Oblast Waterworks Production Department.

**Timeframe:** 2011 through 2015.



**Operational goal A.2.4:**  
**TO FOSTER BUILDING  
ARTIFICIAL PONDS AND WATER  
FOUNTAINS IN THE CITY**

The Municipal Landscaping and Housing Policy Department, together with companies and district council executive committees, will ensure that a system of artificial ponds and fountains is designed and developed in the city and will support their construction.

**Objectives and Measures:**

- To prepare a plan for setting up artificial ponds in the city that identifies sheltered areas;
- To develop a City Fountain Program.

**Responsible individual:** The Director of the Municipal Landscaping and Housing Policy Department.

**Executor:** The Municipal Landscaping and Housing Policy Department.

**Partners:** Business, district council executive committees.

**Timeframe:** 2011 through 2014.



# Strategic Goal A.3:

## Educate the public and increase awareness of the environment

### Operational goal A.3.1:

#### TO DEVELOP AND IMPLEMENT A CONCEPT OF ENVIRONMENTAL EDUCATION

The Municipal Environmental Department and the Municipal Education and Science Department, together with educational institutions, will ensure that a Concept for Educating the Public on Environmental Issues is developed and implemented. The Concept should include measures to encourage environmentally friendly behavior, form a proper environmental way of thinking and environmental studies at schools, and involve the public in the process of solving environmental problems to raise a universal sense of responsibility for the environmental situation in the city.

#### Objectives and Measures:

- To develop a Concept for public education on environmental issues;
- To run a campaign to encourage proper environmental behavior among city residents;
- To involve city residents in solving environmental problems through advisory bodies.

**Responsible individuals:** The Directors of the Municipal Environmental Department and the Education and Science Department.

**Executors:** The Municipal Environmental Department and the Education and Science Department.

**Partners:** Kryvyi Rih City Council, the press, educational institutions.

**Timeframe:** 2011 through 2013.



### **Operational goal A.3.2:**

#### **TO DEVELOP AND IMPLEMENT A SYSTEM TO INCREASE PUBLIC AWARENESS OF THE BENEFITS OF A SAFE ENVIRONMENT**

Based on the Concept for Environmental Education, the Municipal Environmental Department and The Municipal Education and Science Department, together with the press, will institute a system for educating the public on the benefits of environmentally safe activities. This will include informational and organizational support from initiative groups and organizations for regular volunteer days to clean various territories and recreational areas.

#### **Objectives and Measures:**

- To use outdoor public service billboards on environmental issues on a systematic basis;
- To facilitate organizing and running environmental protection campaigns.

**Responsible individuals:** The Directors of the Municipal Environmental Department and the Education and Science Department.

**Executors:** The Municipal Environmental Department and the Education and Science Department.

**Partners:** Kryvyi Rih City Council, the press, educational institutions, NGOs.

**Timeframe:** 2011 through 2014.

### **Operational goal A.3.3:**

#### **TO ENSURE THAT PUBLIC SCHOOL AND POST-SECONDARY CURRICULA INCLUDE ENVIRONMENTAL SAFETY COURSES**

To educate young people on environmental issues, the Municipal Environmental Department and The Municipal Education and Science Department will introduce an environmental safety course in kindergartens and public schools. Various contests, eco tours and regular environmental protection measures will be part of such courses.

#### **Objectives and Measures:**

- To develop environmental programs for municipal educational institutions;
- To train specialists.

**Responsible individual:** The Director of the Municipal Environmental Department.

**Executors:** The Municipal Education and Science Department, Kryvyi Rih State Pedagogical University.

**Partners:** The Municipal Emergency and Civil Defense Department, Kryvyi Rih Office of the Emergency Ministry's Main Administration, educational institutions.

**Timeframe:** 2011 through 2013.

# Strategic Goal A.4:

## Improve the energy efficiency of the municipal economy

### Operational goal A.4.1:

#### TO DEVELOP TARGETED, PROGRAM-BASED PROJECTS TO INTRODUCE ENERGY EFFICIENT TECHNOLOGIES IN THE PUBLIC AND PRIVATE SECTORS

The Municipal Economic Department, together with the Municipal Landscaping and Housing Policy Department and other entities, will set up a system of energy efficiency programs and performance indicators for local government agencies and relevant commercial entities, ensuring the complementarity of these programs, their legitimacy and their implementation through a system for monitoring effectiveness of local regulations.

#### Objectives and Measures:

- To implement a concept for reorganizing and modernizing the municipal utility infrastructure using energy efficiency measures, including through public-private partnerships;
- To develop and implement programs to stimulate the development of facilities that use renewable and alternative energy;
- To introduce a system to manage energy conservation projects;
- To develop a database of energy-conservation



programs and projects;

- To develop a set of energy efficiency indicators for the residential services sector and a set of permissible emission indicators for the city's enterprises;
- To activate cooperation within targeted international energy conservation projects.

**Responsible individual:** The Director of the Municipal Economic Department.

**Executors:** The Municipal Economic Department, the Landscaping and Housing Policy Department, The Municipal Education and Science Department, The Municipal Health Department, the Culture and Tourism Department, the Labor and Social Security Department.

**Partners:** Kryvyi Rih businesses, the Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, institutions and organizations funded by local budgets at all levels, community-owned enterprises.

**Timeframe:** 2011 through 2012.

### **Operational goal A.4.2:**

## **TO ENSURE THAT ENERGY EFFICIENT TECHNOLOGIES ARE USED IN THE HOUSING SECTOR AND MODERN TECHNOLOGIES IN THE MUNICIPAL HEATING SYSTEM**

The Municipal Economic Department, together with the Municipal Landscaping and Housing Policy Department will ensure that the physical state of multi-unit residential buildings or groups of buildings that are planned to be connected to stand-alone boilers is evaluated; that the purpose of



such measures, the capacity of the equipment and the capacity to take the necessary energy saving measures are all feasible; and that the innovative measures envisaged by the energy efficiency program for the housing sector and the modernization of the city heating system take place.

### **Objectives and Measures:**

- To chart the thermal balance of the municipal heating system and assess the capacity of the gas distribution system;
- To organize the insulation of the outside walls of residential buildings and the repair of roofs;
- To provide the right conditions for establishing stand-alone boilers for clusters of individual apartment buildings and micro-districts;
- To ensure that mini-boiler facilities are built to heat clusters of apartment buildings or micro-districts;
- To ensure that power and gas meters are installed in apartment buildings;
- To ensure that obsolete boilers are replaced with more efficient modern boilers;
- To ensure that modern anticorrosive protection, efficient insulation of heat distribution pipes, automated controls and regulating equipment, plate heat exchangers, and automated systems to control technological processes, heat generation and distribution processes are installed;
- To ensure that the chemical water purification system is upgraded using modern technologies;
- To facilitate the installation of local heat distribution and metering stations.



**Responsible individuals:** The Directors of the Municipal Economic Department and the Municipal Landscaping and Housing Policy Department.

**Executors:** The Municipal Economic Department, Landscaping and Housing Policy Department, Capital Construction Department, Urban Development and Architecture Department, apartment building managing companies, KryvyiRihTeplomerezha, the community heating network company, and KryvyiRihTeplotsentral, the cogeneration plant.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, KryvbasVodokanal, the regional waterworks, condominiums and housing cooperatives.

**Timeframe:** Ongoing.

### **Operational goal A.4.3:**

#### **TO ENSURE THAT ENERGY EFFICIENT TECHNOLOGIES ARE USED IN THE WATER SUPPLY AND SEWAGE SYSTEM**

The Municipal Economic Department, together with the Municipal Landscaping and Housing Policy Department and the Capital Construction Department, will ensure that private capital and other sources of funding are drawn on to implement energy efficient technologies in the water and sewage system.

#### **Objectives and Measures:**

- To ensure that a targeted system of energy saving is developed for the municipal water and sewage system;
- To ensure that the pumps at pumping stations are replaced, upgraded and automated.

**Responsible individuals:** The Directors of the Municipal Economic Department and the Municipal Landscaping and Housing Policy Department.

**Executors:** The Municipal Economic Department, the Landscaping and Housing Policy Department, and the Capital Construction Department.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, KryvbasVodokanal, the community-owned waterworks enterprise, KryvbasPromVodoposta-channya, the state-owned water supply enterprise.

**Timeframe:** 2011 through 2014.

## Operational goal A.4.4:

### TO INCREASE THE EFFICIENCY OF THE MUNICIPAL OUTDOOR LIGHTING SYSTEM

The Municipal Landscaping and Housing Policy Department, together with Kryvorizke Svitlo, the community-owned lighting company, will ensure that the municipal lighting network is re-equipped with LED systems in phases.

#### Objectives and Measures:

- To plan the modernization of the municipal outdoor lighting system;
- To ensure the phased re-equipment of the municipal lighting system with LED systems;
- To ensure that modern, automated lighting systems are installed in the city.

**Responsible individual:** The Director of the Municipal Landscaping and Housing Policy Department.

**Executors:** The Municipal Landscaping and Housing Policy Department, district council executive committees.

**Partner:** Kryvorizke Svitlo, a community-owned lighting company.

**Timeframe:** 2011 through 2015.



## 6.2 Strategic Area B: A city with a diversified, competitive economy

Kryvyi Rih's economy is virtually a "one-trick pony": nearly all of the city's large and medium-sized enterprises – from transport systems, mining and ore enrichment to its service industry – are oriented on the needs of the iron and steel industry. One of the key objectives of the municipal government needs to be to promote diversification and ensure sustainable growth even when the market situation changes.

Shifting to innovative business offering high productivity, quality jobs are key to sustainable municipal development. Here, it is essential to support SMEs for long-term stability. Young people are interested in jobs with an innovative aspect. If the current inertial development model remains



unchanged, the mining and steel industry could lose up to 30% of its local workforce over the next 7 to 10 years. This is considerably more than the industry's natural contraction as production is modernized.

Since most added value is generated in the high technologies, it is essential for the future of the city's economy that the existing machine-building plants are expanded.

In fact, the "monoculture" of the city's economy has also led to problems with employment for women. Most jobs available to them are in the public sector. Major employers already see this as a serious social problem, because the labor market is so biased toward the iron and steel industry. Local officials also talk about the problem women face in find jobs in other sectors of the economy. This makes it urgent to create more decent jobs. Moreover, the city can now afford to establish investment preferences and to concern itself with the even distribution of business across the city. Diversifying the economy and focusing on new opportunities for the city will stabilize the "brain drain", especially among young people, which can ensure sustainable development down the line.

Another key element of economic growth is for the city to offer attractive conditions for domestic and foreign investment in its economy. This means that, in addition to a high-quality municipal



infrastructure, the city must ensure that potential investors can find the maximum of services to simplify the actual process of investing.

The city should also determine what kinds of jobs it would like to see created for balanced development. Major industrial cities often set up investment boards or committees. In this area, Kryvyi Rih has chosen to focus on two key paradigms: corporate social responsibility and a professional, accountable government. To lay the foundations for these, the city will follow the principles of public-private partnership.

To provide an attractive investment environment, the city must first establish a positive image. Using municipal marketing instruments can be useful here, such as promoting industrial tourism. By their very nature, most steelmaking centers in the world are the dirtiest places to visit. Transforming Kryvyi Rih into the cleanest steelmaking capital in the world will provide the basis for such tourism. All kinds of promotional activities coupled together with the principles of hospitality should make it possible for the city to attract all those interested in research and industrial tourism.

## MAJOR PROBLEMS

- Economic monoculture
- Dependence of the main industrial taxpayers on volatile international markets
- Limited jobs for women
- Insufficient innovation in the manufacturing sector
- Lack of workers in key professional areas
- Undeveloped financial markets, leading to insufficient use of investment instruments
- Lack of full powers among local licensing agencies to issue permits/approvals
- Highly depreciated water, sewage and heating systems and boilers and no real capital allowance reserves
- Low rate of private investment
- Poor implementation of innovative technologies
- Insufficiently competitive market of services for commercial and residential customers
- Underdeveloped infrastructure for business needs
- Poor feedback between business and local governments

# Strategic Goal B.1:

## Develop new production to diversify the local economy

### Operational goal B.1.1:

#### TO FACILITATE RENEWAL OF LIGHT INDUSTRY OPERATIONS

The Municipal Economic Department, together with the Dnipropetrovsk Regional Investment Agency and the Kryvyi Rih Branch of the Dnipropetrovsk Chamber of Trade and Commerce, will establish the proper conditions for the effective use of brownfield lands in municipal industrial belts and greenfield lands, cooperate with the owners for one-time light industry facilities, provide the proper conditions for opening new and expanding existing operations, and ensure that expert consultations are available to businesses in developing investment projects.

#### Objectives and Measures:

- To develop a database of brownfield and greenfield sites;
- To introduce a series of workshops on the development of investment projects based on local opportunities;
- To hold investment project competitions featuring innovative components;
- To ensure that consultative support is provided in the process of preparing business plans.

**Responsible individual:** The Director of the Municipal Economic Department.

**Executors:** The Municipal Economic Department, the Urban Development and Architecture Department.

**Partners:** Businesses, the Dnipropetrovsk Regional Investment Agency, the Kryvyi Rih Branch of Dnipropetrovsk Chamber of Trade and Commerce.

**Timeframe:** 2011 through 2015.



**STRATEGIC AREA B:  
A CITY WITH A DIVERSIFIED, COMPETITIVE ECONOMY**

**STRATEGIC GOALS**

|  |   |  |   |  |
|--|---|--|---|--|
| <b>B.2.</b><br>Develop new production to diversify the economy | <b>B.2.</b><br>Expand the business infrastructure | <b>B.3.</b><br>Use innovative approaches government-business interactions regarding economic development | <b>B.4.</b><br>Establish a favorable investment environment | <b>B.5.</b><br>Develop a hi-tech machine-building industry |
|--|---|--|---|--|

**OPERATIONAL GOALS**

|  |   |  |   |  |
|--|---|--|---|--|
| B.1.1.<br>To facilitate the renewal of light industry operations | B.2.1.<br>To ensure that institutions for business support infrastructure are developed                 | B.3.1.<br>To optimize the institutional support system for economic development  | B.4.1.<br>To develop a municipal regulatory base that fosters a better investment climate | B.5.1.<br>To facilitate the use of innovations and foreign approaches to hi-tech machine-building  |
| B.1.2.<br>To promote the building of hothouses in the city       | B.2.2.<br>To assist local businesses in setting up outsourcing to service the mining and steel industry | B.3.2.<br>To facilitate a streamlined business approval/permit process           | B.4.2.<br>To introduce new investment products  | B.5.2.<br>To facilitate the planning and building of industrial zones for hi-tech machine-building |
| B.1.3.<br>To facilitate the expansion of the service industry    | B.2.3.<br>To promote professional development institutions  | B.3.3.<br>To improve the quality of municipal services, including administrative | B.4.3.<br>To create a positive investment image for the city                              |  |
|  |   | B.3.4.<br>To improve city management using e-government technologies             |   |  |
|  |   | B.3.5.<br>To improve the system to counter unreported employment                 |   |  |

## **Operational goal B.1.2:**

### **TO PROMOTE THE BUILDING OF HOUSHOUSES IN THE CITY**

The Municipal Business Development Department, together with the Municipal Urban Development and Architecture Department, will study the value and feasibility of using city land to build hothouses.

#### **Objectives and Measures:**

- To study possibilities for allocating land for hothouses;
- To hold an investment proposal competition;
- To provide support for hothouse production.

**Responsible individual:** The Director of the Business Development Department.

**Executors:** The Municipal Business Development Department, the Municipal Landscaping and Housing Policy Department.

**Partners:** The Municipal Urban Development and Architecture Department and Land Resources Department, private businesses, the Dnipropetrovsk Regional Investment Agency, Kryvyi Rih District State Administration, Kryvyi Rih District Council.

**Timeframe:** 2012 through 2013.

## **Operational goal B.1.3:**

### **TO FACILITATE THE EXPANSION OF THE SERVICE INDUSTRY**

The Municipal Business Development Department will ensure that the needs of local residents for household and other services are identified through regular marketing surveys and will develop a mechanism to facilitate the carrying out of investment projects by service providers. The Municipal Urban Development and Architecture Department will ensure that the necessary service providers are located optimally throughout the city.

#### **Objectives and Measures:**

- To organize district-level monitoring of household services available to local residents;
- To make a map of marketing gaps for the use of SMEs;
- To provide the conditions for the building of shopping-and-entertainment complexes, multiplexes and other facilities for leisure activities in each city district.

**Responsible individual:** The Director of the Municipal Business Development Department.

**Executors:** The Municipal Business Development Department, the Municipal Urban Development and Architecture Department.

**Partners:** The Municipal Land Resources Department, the Dnipropetrovsk Regional Investment Agency.

**Timeframe:** Ongoing.

# Strategic Goal B.2:

## Expand the business infrastructure

### Operational goal B.2.1:

#### TO ENSURE THAT INSTITUTIONS FOR BUSINESS SUPPORT INFRASTRUCTURE ARE DEVELOPED

The Municipal Business Development Department, together with members of business associations, will evaluate the performance of business support infrastructure institutions; plan measures to expand and improve the work of such institutions and to increase their number and the quality of their work; initiate the launch of new business associations; draw up a plan for cooperation with associations of industrialists and entrepreneurs, and take steps to increase their activity.

#### Objectives and Measures:

- To facilitate the expansion of business center networks, innovation centers and other business support infrastructure, and support its activity;
- To encourage greater pro-activeness among business associations;
- To set up a municipal business incubator.

**Responsible individual:** The Director of the Municipal Business Development Department.

**Executors:** The Municipal Business Development Department and the Municipal Strategy Development Office for Electronic Information Resources.

**Partners:** Municipal and sectoral business councils, the Kryvyi Rih Branch of the Dnipropetrovsk Chamber of Trade and Commerce.

**Timeframe:** 2011 through 2014.

### Operational goal B.2.2:

#### TO ASSIST LOCAL BUSINESS IN SETTING UP OUTSOURCING TO SERVICE THE MINING AND STEEL INDUSTRY

The Municipal Economic Department, together with the Municipal Business Development Department, members of business associations and major



corporations in the mining and steelmaking industry, will hold a series of consultations to identify the services to mining and steel companies that can be outsourced to SMEs.

### **Objectives and Measures:**

- To hold a number of roundtables and prepare proposals for a list of services to mining and steelmaking enterprises that will be outsourced to SMEs;
- To hold a number of roundtables with representatives of SMEs to identify the outsourced services they can provide to mining and steelmaking enterprises.

**Responsible individuals:** The Directors of the Municipal Economic and Business Development Departments

**Executors:** The Municipal Business Development Department and Municipal Economic Department.

**Partners:** Municipal and sectoral business councils, the Kryvyi Rih Branch of the Dnipropetrovsk Chamber of Trade and Commerce.

**Timeframe:** Ongoing.

### **Operational goal B.2.3:**

## **TO PROMOTE PROFESSIONAL DEVELOPMENT INSTITUTIONS**

Based on an analysis of supply and demand on the labor market, the Municipal Labor and Social Security Department, together with the Kryvyi Rih Municipal Employment Center, municipal educational institutions of different accreditation

levels, and business representatives, will analyze the structure of the workforce in the region, set up a system for providing local enterprises with qualified workers, and develop a system to retain employees.

### **Objectives and Measures:**

- To develop a system for monitoring the municipal labor market and informing residents about demand among employers;
- To introduce the practice of social partnership between employers and universities or technical-vocational schools to prepare a new generation of highly qualified employees;
- To ensure that new jobs are created for women;
- To ensure that the pedagogical and professional level of teaching staff is improved.

**Responsible individual:** The Director of the Labor and Social Security Department.

**Executors:** The Municipal Labor and Social Security Department and the Municipal Education and Science Department.

**Partners:** Kryvyi Rih Municipal or District Employment Center(s), post-secondary and tech-voc schools, the Dnipropetrovsk Branch of the All-Ukrainian Association of Tech-Voc Professionals in Kryvyi Rih.

**Timeframe:** Ongoing.

# Strategic Goal B.3:

Use innovative approaches to government-business interactions regarding economic development

## Operational goal B.3.1:

### TO OPTIMIZE THE INSTITUTIONAL SUPPORT SYSTEM FOR ECONOMIC DEVELOPMENT

The Municipal Economic Department and the Municipal Office for Local Government Service and Professional Development will prepare proposals to set up a Strategic Plan Implementation Support unit that will facilitate the attraction of investment. They will also redistribute functions among other units and officials to attract investments, assist investors, and shaping positive public opinion about investor activities in the city and region.

#### Objectives and Measures:

- To set up a strategic development unit in the municipal executive branch under the Office of the Mayor;
- To facilitate the expansion of investor support infrastructure, including by setting up an economic development and business support agency;
- To ensure that strategic investment projects are properly supported.

**Responsible individual:** The Director of the

Municipal Economic Department.

**Executors:** The Municipal Economic Department and the Municipal Office for Local Government Service and Professional Development.

**Partners:** The Kryvyi Rih City Council, Dnipropetrovsk Regional Investment Agency.

**Timeframe:** 2011 through 2015.

## Operational goal B.3.2:

### TO FACILITATE A STREAMLINED BUSINESS APPROVAL/PERMIT PROCESS

The Municipal Permits & Approvals Department, together with local approvals authorities, will monitor the performance of the commercial permits and approvals system and prepare proposals on how to streamline the procedures for issuing approvals, permits and licenses and improve the business environment in the city.

#### Objectives and Measures:

- To ensure public evaluation of all draft resolutions of the City Council and its executive committees affecting relations between government and

business;

- To develop ongoing cooperation between the municipal government and local approvals authorities to democratize relations with the business community;
- To reduce the time and cost of obtaining approvals/permits.

**Responsible individual:** The Director of the Municipal Permits & Approvals Department.

**Executors:** The Municipal Permits & Approvals Department and the Business Development Department.

**Partners:** District council executive committees, municipal or sectoral business development board.

**Timeframe:** Ongoing.

### **Operational goal B.3.3: TO IMPROVE THE QUALITY OF MUNICIPAL SERVICES, INCLUDING ADMINISTRATIVE**

The Municipal Permits & Approvals Department will institute a quality management system (QMS) in all local government offices.

#### **Objectives and Measures:**

- To ensure continuing introduction of the Kryvyi Rih Municipal Service Center model;
- To certify the City Council executive committee according to ISO/IEN 27001:2005 for ensuring information security and ISO 9001:2009 for

countering the threat of corruption.

**Responsible individual:** The Director of the Municipal Permits & Approvals Department.

**Executors:** The Municipal Permits & Approvals Department, district council executive committees.

**Partner:** Municipal or sectoral business development board.

**Timeframe:** Ongoing.

### **Operational goal B.3.4: TO IMPROVE CITY MANAGEMENT USING E-GOVERNMENT TECHNOLOGIES**

For the purpose of providing businesses with equal opportunities to access information, the Municipal Information Department and Approvals Department, together with the Municipal Strategy Development Office for Electronic Information Resources, will ensure that e-government technologies are used, based on modern internet technology.

#### **Objectives and Measures:**

- To make it convenient for businesses and individuals to use municipal services through e-government technologies;
- To ensure that those who work for the municipal government, municipal executive offices, enterprises, institutions and facilities operating within the city, regardless of ownership, are provided with internet technologies and that



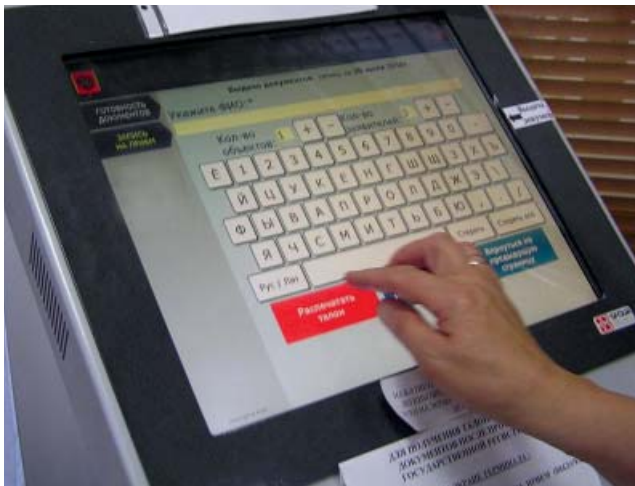
e-government technologies are instituted; also to ensure that electronic informational resources and services are used and developed, and feedback accepted online to resolve issues associated with business operations and the vital interests of individuals, the local community and the city as a whole.

**Responsible individual:** The Director of the Business Development Department.

**Executors:** The Municipal Business Development Department, Municipal Strategy Development Office for Electronic Information Resources, Information Department, and Municipal Permits & Approvals Department.

**Partners:** Kryvyi Rih City Council, municipal or sectoral business development board.

**Timeframe:** 2011 through 2013.



## **Operational goal B.3.5: TO IMPROVE THE SYSTEM TO COUNTER UNREPORTED EMPLOYMENT**

The Municipal Business Development Department and the Labor and Social Security Department will devise and undertake a series of actions to counteract unreported employment and legalize gray economy wages.

### **Objectives and Measures:**

- To carry out public information campaigns;
- To set up a register or list of the best employers;
- To establish a telephone hot-line service and ensure its operation;
- To add a “Legal jobs” page on the Kryvyi Rih Resource Center web portal.

**Responsible individuals:** The Directors of the Municipal Business Development Department and the Labor and Social Security Department.

**Executors:** Related executive units.

**Partners:** District council executive committees, inter-district state tax inspections in Kryvyi Rih, the Kryvyi Rih Municipal Employment Center, the Dnipropetrovsk Oblast State Labor Inspection, the Kryvyi Rih Department of the Ministry of Interior.

**Timeframe:** Ongoing.

# Strategic Goal B.4:

## Establish a favorable investment climate

### Operational goal B.4.1:

#### TO DEVELOP A MUNICIPAL REGULATORY BASE THAT FOSTERS A BETTER INVESTMENT CLIMATE

The Municipal Economic Department and Dnipropetrovsk Regional Investment Agency will draft local regulations to establish a favorable investment environment and define the principles and methods for cooperation among industry, the scientific community and government, as well as a series of regulations to ensure the proper conditions for investment on municipal territory.

#### Objectives and Measures:

- To develop an Investment Attraction Program and a list of production facilities that are strategically important for municipal development;
- To develop a mechanism for ensuring corporate social responsibility and transparent use of investment capital;
- To study the options for setting up a municipal bank;
- To prepare proposals to adopt a national law setting up a special economic zone (SEZ) in the city to attract domestic and foreign investors.



**Responsible individual:** The Director of the Municipal Economic Department.

**Executors:** The Municipal Economic Department.

**Partners:** The Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, Dnipropetrovsk Regional Investment Agency, research and educational institutions, MLED and EBED Projects.

**Timeframe:** 2011 through 2012.

## Operational goal B.4.2:

### TO INTRODUCE NEW INVESTMENT PRODUCTS

The Municipal Economic Department and Dnipropetrovsk Regional Investment Agency will initiate setting up a procedure for companies, organizations and local initiative groups to submit strategic investment projects proposals; ensure that such proposals are given an expert evaluation; and assist in the preparation of feasibility studies for suitable investment projects.

#### Objectives and Measures:

- To set up a database of investment projects and facilities in need of investment;
- To facilitate the development of investment products such as investment funds, corporate bonds and shares, private pension schemes, e-commerce, and insurance services.

**Responsible individual:** The Director of the Municipal Economic Department.

**Executors:** The Municipal Economic Department.

**Partners:** The Dnipropetrovsk Regional Investment Agency, MLED and EBED Projects.

**Timeframe:** 2011 through 2013.

## Operational goal B.4.3:

### TO CREATE A POSITIVE INVESTMENT IMAGE FOR THE CITY

The Municipal Economic Department, the Culture and Tourism Department and the Internal Policy and Public Relations Office will market municipal investment products and locally manufactured products on a regular basis. Working together with business associations, the city's investment unit will put together, update a catalog of investment proposals from local businesses and City Council, and present it to the public, including in electronic form by posting it on the Kryvyi Rih City Council's official site.

#### Objectives and Measures:

- To run courses on territorial marketing, a series of roundtables, workshops, and competitions;



- To ensure that the city's official brand and brand book are based on Kryvyi Rih's coat of arms, its mission, its vision, and its anthem;
- To prepare a city Investment Profile, including a system for marketing local products, using the symbols set in the brand book; to ensure that targeted investment profiles and promotional products such as booklets, presentations, CDs, videos, and so on, are prepared using data from the investment profile;
- To promote the design and manufacture of souvenirs under the city brand, as well as printed materials such as tourist guides, maps and directories, and video materials;
- To ensure that an exhibition center is built where exhibitions and conferences can be held;
- To ensure that a city targeted program for developing industrial tourism is developed. This will include: identifying municipal sites of unique importance and making arrangements with their owners regarding the use of such landmarks and facilities for tourist

purposes; promoting the city on the travel market; developing the city's brand for tourists, as a place for high quality rest and recreation (R&R).

**Responsible individual:** The Director of the Municipal Economic Department.

**Executors:** The Municipal Economic Department, the Culture and Tourism Departments, the Internal Policy and Public Relations Office.

**Partners:** Local industries, cultural institutions, Rudana Broadcasting Company, Chervony Hirnyk community newspaper, Dnipropetrovsk Regional Investment Agency, MLED and EBED Projects.

**Timeframe:** 2012 through 2013.



# Strategic Goal B.5:

## Develop a hi-tech machine-building industry

### Operational goal B.5.1:

#### TO FACILITATE THE USE OF INNOVATIONS AND INTERNATIONAL APPROACHES TO HI-TECH MACHINE-BUILDING

The Municipal Economic Department, together with machine-building companies and related research institutions, will initiate a series of roundtables to identify new, competitive prototypes of machinery, to put together an action plan to introduce innovations, and to propose the use of international hi-tech approaches to machine-building and the manufacture finished products at municipal enterprises.

#### Objectives and Measures:

- To facilitate the expansion of a line of new machine-building products;
- To provide the necessary conditions for the aircraft-building industry to develop the production of small craft;
- To provide the necessary conditions for the production of premium grade metals, masterbatches, and products made of powdered metals.

**Responsible individual:** The Director of the Municipal Economic Department.



**Executors:** The Municipal Economic Department and the Transport and Communications Department.

**Partners:** Industrial enterprises, research institutions, Kryvyi Rih International Airport.

**Timeframe:** Ongoing.

## Operational goal B.5.2: TO FACILITATE THE PLANNING AND BUILDING OF INDUSTRIAL ZONES FOR HI-TECH MACHINE-BUILDING

The Municipal Economic Department and the Urban Development and Architecture Department, together with machine-building enterprises and related research institutions, will hold joint meetings to identify local machine-building clusters and their level of development, to assess the need for new space, and to ensure that industrial zones are set up for precision engineering.

### Objectives and Measures:

- To institute the practice of identifying and supporting industrial cluster development;
- To identify techno parks as sites for hi-tech machine-building companies and

chemical facilities as a satellite industry to machine-building;

- To facilitate the upgrading and modernization of machine-building enterprises;
- To facilitate the application of current research and the improvement of internal machine-building technologies and techniques.

**Responsible individual:** The Director of the Municipal Economic Department.

**Executors:** The Municipal Economic Department and the Urban Development and Architecture Department.

**Partners:** R&D institutes, industrial enterprises, Dnipropetrovsk Regional Investment Agency, MLED and EBED Projects.

**Timeframe:** 2012 through 2013.



## 6.3 Strategic Area C: A CITY OF SCIENCE AND NEW TECHNOLOGY

Technologies are now among the most expensive products in the world. A major part of added value is created when manufacturing finished products. Today, however, the biggest companies in Kryvyi Rih produce metal as their end product – a raw material for later manufacturing processes in which the regional economy is virtually not involved.

In addition, the city needs to diversify its manufacturing industry, generate attractive jobs, and expand certain areas of manufacturing, especially hi-tech machine-building. If the local government concentrates its efforts on generating opportunities to use metal as a raw material for new technological cycles locally, it will become possible to create more

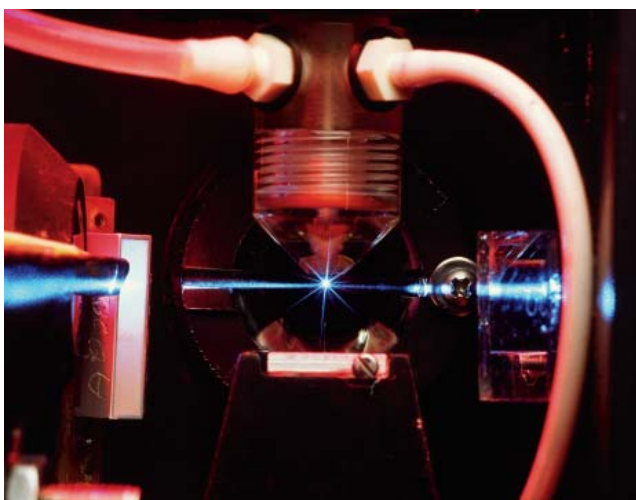
innovative, better-paid jobs.

Kryvyi Rih has considerable potential in R&D. The average age of researchers is growing younger: today, it is 45. According to official statistics, there were some 990 researchers and project leaders in Kryvyi Rih as of January 1, 2011. This suggests that the city has serious potential for developing innovative systems and putting science to work on a commercial basis.

Still, innovation is at a very low level among local industrial enterprises. In 2009, the number of enterprises that were receptive to innovative measures was 20% LESS than in 2005. Only 10% local enterprises allocated funds for R&D and buying of new technologies.

As in the past, companies tended to use their own capital as the main source for funding innovations. Moreover, this proportion rose from 75.9% in 2008 to 89.4% in 2009, while the share of other sources of capital similarly dwindled.

Kryvyi Rih's economy needs technologies that save resources and reduce production costs in machine-building. The city has an R&D base that is in need of a major overhaul. Internships, experience exchanges, bringing in outside specialists and providing an enabling environment for them to carry out projects



will bring the city's economy to a new technological level. City officials are highly interested in this kind of development. Even less interest is being shown,

so far, by the mining and steel industry. Nor are freighters showing much interest, as their main focus is transporting specific goods.

## MAJOR PROBLEMS

- Negative image of the city as a contaminated area
- Lack of R&D centers and techno parks
- Tough competition on the technology market
- Fixed assets being retired faster than acquired at many plants
- Fully depreciated equipment not being replaced at many plants
- Little innovativeness in industrial production
- Not enough qualified professionals to develop hi-tech industries

## STRATEGIC AREA C: A CITY OF SCIENCE AND NEW TECHNOLOGY

### STRATEGIC GOALS

C.1.

Support hi-tech production and research institutions

C.2.

Establish a proper professional development system in the city

### OPERATIONAL GOALS

C.1.1.

To facilitate an applied research center for new developments and inventions

C.2.1.

To set up a system for training highly qualified researchers

C.1.2.

To facilitate the expansion of R&D facilities

C.2.2.

To streamline the post-secondary and tech-voc network

C.1.3.

To set up a system for using innovative projects to modernize industry

C.2.3.

To develop a job placement system for graduates



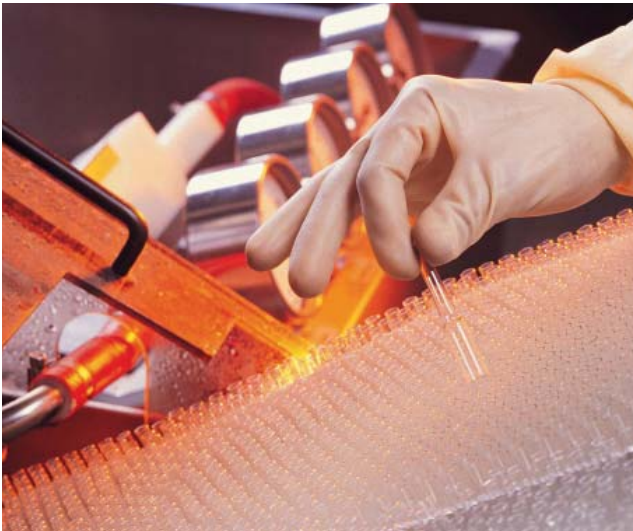
# Strategic Goal C.1:

## Support hi-tech production and research institutions

### Operational goal C.1.1:

#### TO FACILITATE AN APPLIED RESEARCH CENTER FOR NEW DEVELOPMENTS

The Municipal Education and Research Department and Municipal Economic Department will initiate setting up a system to coordinate the activities of research institutions, universities and companies and assist the city's research institutions in joining forces to set up the Innovative Metallurgy Research Center. The Departments will also facilitate setting up innovative institutions to develop the local R&D base on the basis of public-private partnerships,



setting up a database of scientific developments by local and national researchers in metals and precision and high precision engineering.

#### Objectives and Measures:

- To draft a Charter or Resolution for the Innovative Metallurgy Research Center to be set up on a contractual basis as a public-private partnership;
- To facilitate the development of R&D centers and techno parks;
- To facilitate the setting up and equipping of innovative research laboratories at Kryvyi Rih National University;
- To ensure that a database of scientific developments by local and national researchers is set up;
- To ensure that internship programs are set up and launched for research fellows and inventors;
- To organize and hold fairs to promote new ideas for production processes;
- To organize and hold international congresses with the support of major companies.

**Responsible individual:** The Director of the Municipal Education and Science Department.



**Executors:** The Municipal Economic Department and the Municipal Education and Science Department.

**Partners:** Kryvyi Rih Technical University, industrial enterprises, the Dnipropetrovsk Regional Investment Agency, the Kryvyi Rih Branch of the Dnipropetrovsk Chamber of Trade and Commerce.

**Timeframe:** 2012 through 2013.

## **Operational goal C.1.2: TO FACILITATE THE EXPANSION OF R&D FACILITIES**

The Municipal Education and Science Department and the Municipal Economic Department will initiate and implement comprehensive measures to develop research and development institutions.

### **Objectives and Measures:**

- To develop a Program to Support Science and Innovation and ensure that researchers from Kryvyi Rih have a presence in the global research community;
- To identify coordinating institutions from among the city's facilities and set up patent boards under them to streamline the process of protecting inventors' intellectual property;
- To expand international cooperation in The Municipal Education and training of specialists through partnerships with outside universities;
- To provide the proper conditions for engaging specialists, including by offering subsidized housing;
- To ensure that educational and research institutions cooperate by developing a research hub.

**Responsible individual:** The Director of the Municipal Education and Science Department.

**Executors:** The Municipal Education and Science Department, research institutions.

**Partners:** Local educational institutions.

**Timeframe:** 2012 through 2013.

### Operational goal C.1.3:

## TO SET UP A SYSTEM FOR USING INNOVATIVE PROJECTS TO MODERNIZE INDUSTRY

Using the research park system, including virtual parks, the Municipal Education and Science Department will ensure that a system of scientific expert reviews is launched and that scientific argumentation is provided for all development projects and all manufacturing proposals in the city without exception. The Department will also bring attention to R&D work at state innovation institutions and facilitate the development of projects at an appropriate level.

### Objectives and Measures:

- To set up a system of R&D parks;
- To set up a virtual R&D park;
- To institute a system for coordinating innovative activities in the city.

**Responsible individual:** The Director of the Municipal Education and Science Department.

**Executors:** The Municipal Education and Science Department, research institutions.

**Partners:** Local educational institutions.

**Timeframe:** 2012 through 2013.



## Strategic Goal C.2:

Establish a proper professional development system in the city

### Operational goal C.2.1:

#### TO SET UP A SYSTEM FOR TRAINING HIGHLY QUALIFIED RESEARCHERS

The Municipal Education and Science Department will set up inter-branch cooperation to coordinate activities among research centers, educational institutions and professional development centers.

#### Objectives and Measures:

- To set up innovative research laboratories for young professionals;
- To develop a program to support science and innovation;
- To facilitate the participation of researchers in international conferences;
- To organize research conferences, olympiads for secondary and post-secondary students and research competitions;
- To develop and implement a system of incentives for young researchers;
- To facilitate the upgrading of research facilities.

**Responsible individual:** The Director of the Municipal Education and Science Department.

**Executor:** The Municipal Education and Science Department.

**Partners:** Kryvyi Rih City Council, local universities.

**Timeframe:** Ongoing.

### Operational goal C.2.2:

#### TO STREAMLINE THE POST-SECONDARY AND TECH-VOC NETWORK

The Municipal Education and Science Department and the Municipal Labor and Social Security Department will begin continuous monitoring of the labor market and inform the public about changing demand on the market on a regular basis. The Departments will also set up a continuing education system that reflects economic conditions in the region and demand on the labor market.



### Objectives and Measures:

- To introduce the practice of annual monitoring of the labor market;
- To set up a page for university entrants on the Kryvyi Rih Resource Center portal;
- To develop a project aimed at streamlining the network of educational institutions.

**Responsible individual:** The Director of the Municipal Education and Science Department.

**Executors:** The Municipal Education and Science Department and the Municipal Labor and Social Security Department.

**Partners:** Kryvyi Rih City Council, the Ministry of Education, Science, Youth and Sports, municipal post-secondary educational institutions.

**Timeframe:** 2011 through 2013.

### Operational goal C.2.3: TO DEVELOP A JOB PLACEMENT SYSTEM FOR GRADUATES

The Municipal Education and Science Department will: organize a survey to assess the needs of the municipal economy for labor and ensure that the necessary specialists are trained; develop a job placement system for the city's post-secondary students; and analyze opportunities and identify sources of scholarships for talented students and stipends from the local government.

### Objectives and Measures:

- To assess the needs of local business for

specialists and the specializations offered at educational institutions;

- To introduce contractual relations between enterprises and universities to ensure the proper preparation of specialists, under the “Our student – our specialist” model;
- To facilitate setting up a database of internship programs for university students;
- To ensure that a program to place graduates of Kryvyi Rih National University's teaching specializations at local educational and cultural institutions is developed and implemented;
- To implement the Municipal Stipend Program.

**Responsible individual:** The Director of the Municipal Education and Science Department.

**Executor:** The Municipal Education and Science Department.

**Partners:** City educational and culture institutions, business.

**Timeframe:** 2012 through 2013.



## 6.4 Strategic Area D: A CITY THAT IS GREAT TO LIVE IN

Unless Kryvyi Rih's infrastructure is improved, it will not be possible to expand its economy or increase the competitiveness of locally-made products by upgrading existing production facilities and building new ones. A major factor affecting the comfort level of members of a community is the quality of the municipal infrastructure. The distinctive appearance of a city, its cultural, educational and recreational resources, the availability of affordable, comfortable housing, the natural environment – all these are components of the quality of life of a community. So it is no coincidence that most of the business people surveyed said that developing community infrastructure is a strategic area and a major aspect of living in the city.

Once the city's worn-out and outdated infrastructure



is upgraded, the municipal budget will have free cash that is currently used to subsidize inefficient enterprises and will be able to invest these funds in programs to improve the standard of living of its population and make the city attractive to investors. Of course, to successfully do all this, the municipal government must be in continuous dialog with business on the broader use of public-private partnership tools to undertake key infrastructure projects. One policy that is already traditional in Kryvyi Rih, corporate social responsibility (CSR), can be extremely useful in these efforts, along with regular reports to the public on the state of the city's economy.

Improving Kryvyi Rih's spaces and transport infrastructure will establish a good image for the city, it will have a positive impact on improving the quality of the labor pool, and it will make the city more attractive to investors.

Improving the quality of life in the city is a basic condition and the main mission of the municipal government. Making sure that all the components of the city's life support system are in good working order and functioning properly, especially its social elements, will initially allow the city to stabilize population migration and make the city more attractive to young families.

Kryvyi Rih's difficult demographic situation requires that differently profiled workers be trained,

hi-tech jobs created, and employees retained. Here, developing the education system will play an essential role, but that means upgrading educational facilities and resolving the issue of finding modern, qualified staff.

The municipal healthcare system is a major component of quality of life. High quality healthcare services must be a priority goal for the city government.

Another key component of quality of life is its spiritual aspects, including access to culture and the arts and a range of leisure activities. Together, these satisfy the higher needs of the individual.

With any city, the concept of sustainable growth includes the expansion of social services and investment in the social services to support students, build kindergartens, and take care of the elderly.

## MAJOR PROBLEMS

- Much infrastructure in need of renovation
- Poor condition of city roads and access routes
- Rundown public electrical transit with highly depreciated rolling stock
- Obsolete educational facilities across the board; insufficient funding and inadequate provision of information and methodology
- Not enough kindergartens with a shortage of teaching staff
- Overly theoretical educational approach with little study of application
- High rates of sickness, injury and death among both children and working age residents
- Obsolete healthcare facilities
- Ineffective measures to prevent socially dangerous diseases (cardio-vascular diseases, cancer, tuberculosis, HIV/AIDS, drug addiction)
- Not enough doctors coupled with too many elderly staff still working at healthcare facilities
- Insufficient funding to ensure quality healthcare services
- Rundown community-owned cultural and art facilities in need of capitalization
- Insufficient funding for physical education and recreational infrastructure

**STRATEGIC AREA D:  
A CITY THAT IS GREAT TO LIVE IN**

**STRATEGIC GOALS**

|   |  |   |  |   |
|---|--|---|--|---|
| <b>D.1.</b><br>Reform the city's life support system and basic infrastructure | <b>D.2.</b><br>Make education more affordable and better quality | <b>D.3.</b><br>Reform the municipal healthcare system | <b>D.4.</b><br>Retain and expand the city's spiritual and cultural potential | <b>D.5.</b><br>Develop infrastructure for recreational and leisure activities |
|---|--|---|--|---|

**ОПЕРАТИВНІ ЦІЛІ**

|   |   |   |  |  |
|---|---|---|--|--|
| D.1.1.<br>To facilitate a competitive environment on the housing and residential services markets | D.2.1.<br>To develop a professional orientation system for young people | D.3.1.<br>To streamline the system of healthcare institutions         | D.4.1.<br>To encourage residents to grow spiritually and culturally          | D.5.1.<br>To provide the conditions for rest and recreation for city residents |
| D.1.2.<br>To ensure that the Social Housing Project is  | D.2.2.<br>To optimize the network of educational institutions           | D.3.2.<br>To upgrade healthcare facilities and equip them             | D.4.2.<br>To upgrade cultural facilities and increase funding                | D.5.2.<br>To facilitate sports facilities in the residential areas of the city |
| D.1.3.<br>To upgrade existing roads and build new ones  |   |   |  |  |
| D.1.4.<br>To improve municipal public transit   | D.2.3.<br>To upgrade educational facilities and increase funding        | D.3.3.<br>To reduce morbidity by improving healthcare service quality | D.4.3.<br>To ensure that professional and amateur artists get proper support | D.5.3.<br>To expand recreational areas in the city                             |



# Strategic Goal D.1:

## Reform the city's life support system and basic infrastructure

### Operational goal D.1.1:

### TO FACILITATE A COMPETITIVE ENVIRONMENT ON THE HOUSING AND RESIDENTIAL SERVICES MARKETS

The Municipal Landscaping and Housing Policy Department will study the market, identify local residents' needs for housing and residential services, and facilitate a competitive environment on these markets.

#### Objectives and Measures:

- To ensure that companies providing housing and residential services are reorganized;
- To facilitate the modernization of infrastructure through public-private partnerships;
- To provide equal opportunities for small businesses to offer residential services;
- To provide the conditions for community enterprises to be privatized or transferred to private companies under management, lease or concession;
- To ensure that information is made available regarding the capacities of businesses in the housing and residential services sector;
- To study options for diversifying investments in the housing and residential services sector based



on existing opportunities and the needs of all market participants: customers, utilities and local governments.

**Responsible individual:** The Director of the Municipal Landscaping and Housing Policy Department.

**Executor:** The Municipal Landscaping and Housing Policy Department.

**Partners:** Kryvyi Rih City Council, the Municipal Economic Department, the Ministry of Regional Development, Construction and Housing and Residential Services Sector, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, Dnipropetrovsk Regional Investment Agency.

**Timeframe:** 2011 through 2015.

## Operational goal D.1.2: TO ENSURE THAT THE SOCIAL HOUSING PROJECT IS IMPLEMENTED

The Municipal Landscaping and Housing Policy Department will assess needs of the local population and enterprises for social (subsidized) housing and develop an action plan to implement the Social Housing Project and other housing projects, taking advantage of public-private partnership mechanisms.

### Objectives and Measures:

- To ensure that former student dormitories are reconstructed for subsidized housing;
- To ensure that land is allocated to the private sector to build of housing for young families;



- To ensure that the national social housing projects, “Our Home” and “Residential Developments for Young People”, are developed, approved and carried out at the local level.

**Responsible individual:** The Director of the Municipal Landscaping and Housing Policy Department.

**Executors:** The Municipal Landscaping and Housing Policy Department, the Urban Development and Architecture Department and the Capital Construction Department.

**Partners:** Kryvyi Rih City Council, the Ministry of Regional Development, Construction and Housing and the Residential Services Sector, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, Dnipropetrovsk Regional Investment Agency.

**Timeframe:** 2011 through 2014.

## Operational goal D.1.3: TO UPGRADE EXISTING ROADS AND BUILD NEW ONES

The Municipal Landscaping and Housing Policy Department will develop the Quality Roads Targeted Program and facilitate its implementation through public-private partnerships.

### Objectives and Measures:

- To develop a program to modernize roadway infrastructure;
- To renovate the surfaces of sidewalks and pedestrian walks adjacent to residential buildings;
- To repair roads in residential areas with private homes.

**Responsible individual:** The Director of the Municipal Landscaping and Housing Policy Department.

**Executor:** The Municipal Landscaping and Housing Policy Department and the Capital Construction Department.

**Partners:** Kryvyi Rih City Council, the Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, Dnipropetrovsk Avtodor [Roadways].

**Timeframe:** 2011 through 2015.

### Operational goal D.1.4:

## TO IMPROVE MUNICIPAL PUBLIC TRANSIT SERVICES

The Municipal Transport and Communications Department will develop the Municipal Public Transit Targeted Program and facilitate its implementation through public-private partnerships.



### Objectives and Measures:

- To develop a program to replace the rolling stock of the city's electric public transit;
- To continue to replace old street car tracks with "silent tracks";
- To streamline public transit traffic;
- To improve the organization of public transit infrastructure, such as passenger stops.

**Responsible individual:** The Director of the Municipal Transport and Communications Department.

**Executors:** The Municipal Landscaping and Housing Policy Department, the Capital Construction Department and the Transport and Communications Department.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration and Oblast Council.

**Timeframe:** 2011 through 2015.



# Strategic Goal D.2:

## Make education more affordable and better quality

### Operational goal D.2.1:

#### TO DEVELOP A PROFESSIONAL ORIENTATION SYSTEM FOR YOUNG PEOPLE

The Municipal Education and Science Department will facilitate the development of an efficient system for commissioning specialists that are in demand on the labor market from educational institutions.

#### Objectives and Measures:

- To introduce career-oriented learning in general secondary schools;
- To develop a professional orientation system for young people and improve the situation with job placements for graduates by implementing the “Secondary School to University/Tech-Voc School to Employer” Program.

**Responsible individual:** The Director of the Municipal Education and Science Department.

**Executor:** The Municipal Education and Science Department.

**Partners:** District council executive committees, Community Innovation-and-Methodology Center, Kryvyi Rih City or District Employment Center(s), tech-voc schools, post-secondary institutions, city businesses, organizations and institutions.

**Timeframe:** 2012 through 2013.

**Термін виконання:** 2012-2013 pp.

### Operational goal D.2.2:

#### TO STREAMLINE THE NETWORK OF EDUCATIONAL INSTITUTIONS

The Municipal Education and Science Department will assess whether or not the existing network of educational institutions is adequate to community needs and streamline it. The optimization will include improving the education administration system, and the performance of kindergartens, secondary schools and extra-curricular educational institutions.





### Objectives and Measures:

- To ensure that the principle “No more than 20 minutes from school” is being followed;
- To form educational districts;
- To ensure that teaching staff undergo systematic professional development;
- To initiate progressive forms of education such as specialized, extended, distance, individual, and inclusive learning.

**Responsible individual:** The Director of the Municipal Education and Science Department.

**Executor:** The Municipal Education and Science Department.

**Partners:** District council executive committees, the Innovation-and-Methodology Center, tech-voc schools, universities.

**Timeframe:** 2011 through 2015.

## Operational goal D.2.3: TO UPGRADE EDUCATIONAL FACILITIES AND INCREASE FUNDING

The Municipal Education and Science Department will assess the needs of educational institutions for new equipment and facilities, determine the funding required, and ensure that additional resources are mobilized through public-private partnerships.

### Objectives and Measures:

- To ensure that innovative information and communication technologies are used in educational institutions and libraries;
- To introduce “One Hundred Percent” ICT in the learning process of general public schools.

**Responsible individual:** The Director of the Municipal Education and Science Department.

**Executors:** The Municipal Education and Science Department.

**Partners:** Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, Kryvyi Rih City Council, district council executive committees, Innovation-and-Methodology Center, post-secondary institutions.

**Timeframe:** 2012 through 2013.

# Strategic Goal D.3:

## Reform the municipal healthcare system

### Operational goal D.3.1:

#### TO STREAMLINE THE SYSTEM OF HEALTHCARE INSTITUTIONS

The Municipal Health Department will assess whether or not the existing network of municipal healthcare facilities is adequate to community needs.

#### Objectives and Measures:

- To assess whether or not the existing network of municipal healthcare facilities and their capacities meet the needs of the community;
- To establish a healthcare services system that is organized according to type of service through spinning off or merging facilities and can satisfy local needs for primary, secondary and tertiary healthcare services and emergency treatment;
- To organize and provide for the operation of Primary Medical and Healthcare Centers and units that will employ family doctors to meet the needs of residents for such services;
- To reorient facilities providing secondary healthcare services based on the volume of such services provided;
- To organize activity into hospital districts that will include intensive therapy clinics, scheduled treatment clinics, rehabilitative hospitals, and polyclinic-style diagnosis-and-treatment centers. Such hospital districts should ensure the proper

conditions for secondary medical services;

- To set up emergency medical assistance units;
- To re-distribute resources among health institutions providing primary, secondary, tertiary and emergency medical assistance;
- To establish municipal budget spending on healthcare according to the type of medical assistance;
- To introduce a system of quality indicators for primary, secondary, tertiary and emergency medical assistance that can be used to evaluate medical assistance in a given year;
- To submit proposals to Kryvyi Rih City Council for streamlining the healthcare facility network.





**Responsible individual:** The Director of the Municipal Health Department.

**Executor:** The Municipal Health Department.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council.

**Timeframe:** 2011 through 2013.

## **Operational goal D.3.2: TO UPGRADE HEALTHCARE FACILITIES AND EQUIP THEM**

The Municipal Health Department will assess the needs of health institutions for upgrading their equipment, determine the funding required, and find additional sources of funding through public-private partnerships.

### **Objectives and Measures:**

- To analyze the needs of healthcare institutions to upgrade and expand their technology;
- To apply the principles of public-private partnership in the process of upgrading technology and re-equipping healthcare institutions.

**Responsible individual:** The Director of the Municipal Health Department.

**Executor:** The Municipal Health Department.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, business.

**Timeframe:** 2011 through 2014.

### **Operational goal D.3.3:** **TO REDUCE MORBIDITY BY** **IMPROVING HEALTHCARE** **SERVICE QUALITY**

The Municipal Health Department will develop and implement a set of preventive measures intended to improve the quality of medical services and put together a system to increase public awareness of the benefits of a healthy lifestyle.

#### **Objectives and Measures:**

- To develop a disease prevention system by monitoring children's' health at municipal schools;
- To establish a comprehensive pediatric service to support moms and kids;
- To survey city residents and put together an informational base according to categories of the population;
- To introduce a system of mandatory school-clinic cooperation;
- To develop a system to increase public awareness of the benefits of a healthy lifestyle.

**Responsible individual:** The Director of the Municipal Health Department.

**Executor:** The Municipal Health Department.

**Partners:** The Municipal Education and Science Department, the Committee on Physical Education and Sports, healthcare institutions and sports clubs.

**Timeframe:** 2012 through 2013.





# Strategic Goal D.4:

Retain and expand the city's cultural and spiritual potential

## Operational goal D.4.1:

### TO ENCOURAGE RESIDENTS TO GROW SPIRITUALLY AND CULTURALLY

The Municipal Culture and Tourism Department will take series of measures to increase the cultural and spiritual development of the population.

#### Objectives and Measures:

- To provide the proper conditions to revive, retain and develop Ukrainian and other cultures in the city;
- To improve municipal library services and promote Ukrainian literature;
- To start cooperation with various local confessions to implement joint programs in spiritual development for the city's residents;
- To transform local libraries into centers for developing cultural and non-government initiatives.

**Responsible individual:** The Director of the Municipal Culture and Tourism Department.

**Executor:** The Municipal Culture and Tourism Department.

**Partners:** Cultural institutions, religious organizations.

**Timeframe:** 2012 through 2013.

## Operational goal D.4.2:

### TO UPGRADE FACILITIES AND INCREASE FUNDING FOR CULTURAL INSTITUTIONS

The Municipal Culture and Tourism Department will run a survey to assess the needs of cultural institutions to upgrade their facilities, determine the funding required and ensure that the necessary additional resources are mobilized through public-private partnerships.

#### Objectives and Measures:

- To ensure that the existing basic network of cultural institutions is retained, including those in remote areas;



- To ensure that modern information and communication technologies (ICT) are instituted in cultural institutions.

**Responsible individual:** The Director of the Municipal Culture and Tourism Department.

**Executor:** The Municipal Culture and Tourism Department.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, the Municipal Education and Science Department.

**Timeframe:** 2011 through 2015.

### Operational goal D.4.3:

## TO ENSURE THAT PROFESSIONAL AND AMATEUR ARTISTS GET PROPER SUPPORT

The Municipal Culture and Tourism Department will run a survey to assess the needs of professional and amateur artists, provide them with methodological



and technical support, and facilitate their activities.

### Objectives and Measures:

- To ensure that the creative efforts of both professional and amateur artists and arts organizations and facilities such as theaters, cultural centers and schools are supported and expanded;
- To ensure that talented children and young people are supported and the proper conditions provided for their further development;
- To facilitate the organization of charity theatrical and circus performances and concerts for the needy.

**Responsible individual:** The Director of the Municipal Culture and Tourism Department.

**Executor:** The Municipal Culture and Tourism Department.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, the Municipal Education and Science Department.

**Timeframe:** Ongoing.



# Strategic Goal D.5:

## Develop infrastructure for recreational and leisure activities

### Operational goal D.5.1:

#### TO PROVIDE THE CONDITIONS FOR REST AND RECREATION FOR CITY RESIDENTS

The Municipal Urban Development and Architecture Department will analyze the existing network of recreational and fitness facilities and provide the proper conditions for it to expand and develop.

#### Objectives and Measures:

- To ensure that a map of recreational areas and institutions is developed;
- To implement a program to improve territory adjacent to residential buildings;
- To provide the proper conditions for a municipal entertainment center to be built.

**Responsible individual:** The Director of the Municipal Urban Development and Architecture Department.

**Executors:** The Municipal Urban Development and Architecture Department, the Landscaping and Housing Policy Department, and the Capital Construction Department.

**Partners:** District council executive committees, design institutes.

**Timeframe:** 2011 through 2013.

### Operational goal D.5.2:

#### TO FACILITATE SPORTS FACILITIES IN THE RESIDENTIAL AREAS OF THE CITY

The Municipal Physical Education and Sports Department will ensure that the Program for Physical Education and the Development of Sports in Kryvyi Rih for 2011 through 2015 is implemented.

#### Objectives and Measures:

- To develop a new sports complex;
- To develop sports and fitness centers and football fields with artificial turf in residential areas;
- To develop bicycle lanes along city streets.

**Responsible individual:** The Director of the Municipal Physical Education and Sports Department.

**Executors:** The Municipal Capital Construction Department, the Municipal Physical Education and Sports Department, business.

**Partners:** Kryvyi Rih City Council, Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, Ice Arena, Dnipropetrovsk Regional Investment Agency.

**Timeframe:** 2011 through 2015.



## **Operational goal D.5.3:** **TO EXPAND RECREATIONAL AREAS IN THE CITY**

The Municipal Landscaping and Housing Policy Department and the Municipal Urban Development and Architecture Department will assess the condition of existing bodies of water on municipal territory and foster the preparation of selected ones for recreational purposes.

### **Objectives and Measures:**

- To make an inventory of playgrounds and ensure that they are regularly maintained;
- To made an inventory of ponds suitable for recreational purposes;
- To equip beach areas;
- To equip playgrounds.

**Responsible individuals:** The Directors of the Municipal Landscaping and Housing Policy Department and Urban Development and Architecture Department.

**Executors:** Department for Improvements and Housing Policy and Capital Construction Department.

**Partners:** Kryvyi Rih City Council, the Dnipropetrovsk Oblast State Administration, Dnipropetrovsk Oblast Council, business.

**Timeframe:** 2011 through 2015.



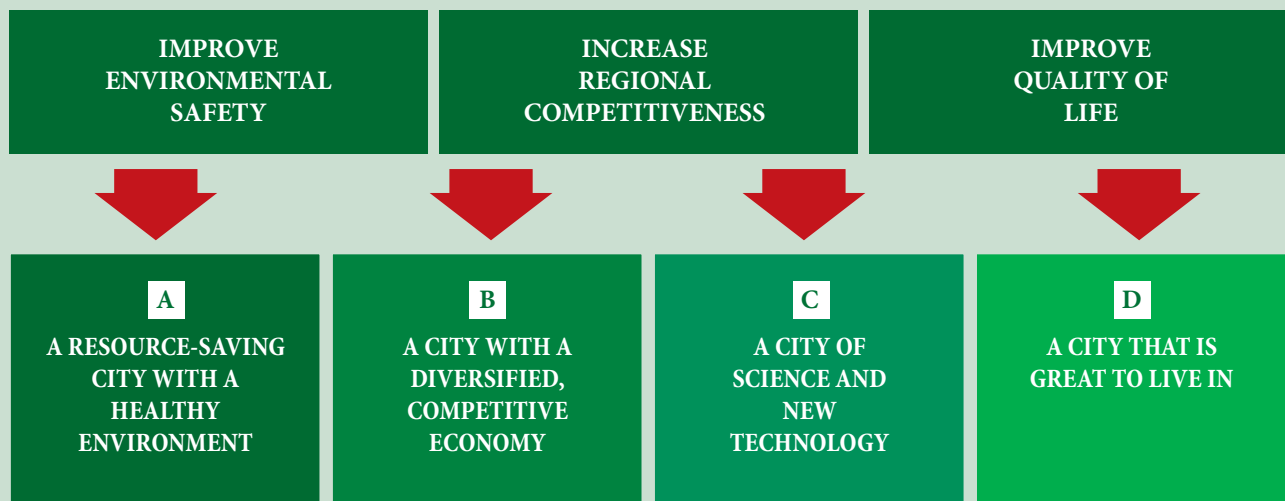
## 7

# How Kryvyi Rih's Strategic Development Plan fits with comprehensive development in Dnipropetrovsk Oblast

The Comprehensive Development Strategy for Dnipropetrovsk Oblast through 2015 was approved by Dnipropetrovsk Oblast Council Resolution №132-7/VI on June 24, 2011. The Strategy calls for: developing basic industries, including modernizing and upgrading fixed assets and implementing innovations; diversifying the oblast economy using

regional advantages and developing industries with high growth potential such as agriculture, construction, precision engineering, and aerospace; developing transport infrastructure and improving road quality; promoting energy conservation in the residential services sector; improving the quality of healthcare services; improving the environmental

## Strategic Goals of the Comprehensive Development Strategy for Dnipropetrovsk Oblast through 2015



## Strategic areas defined by the Municipal Strategic Development Plan for Kryvyi Rih through 2015

situation.

Thus, the strategic development areas defined by the Municipal Strategic Development Plan for Kryvyi Rih are in line with the Comprehensive Development Strategy for Dnipropetrovsk Oblast.

Once Kryvyi Rih's Municipal Strategy is launched and carried out, it will be easier to implement the oblast's Comprehensive Development Program, diversify the municipal economy and increase competitiveness in the entire region.

Achieving the vision of Kryvyi Rih as the cleanest steel-making center in the world will reduce pollution and improve the general environmental situation in the city.

Fostering research and innovation will give a strong push to innovative development in the city and the oblast as a whole and ensure sustainability as industries with high growth potential develop, infrastructure expands, and the environmental situation and human development improve.



# 8

## Coordinating Implementation of the Strategic Plan

The first step towards implementing the Municipal Strategic Development Plan for Kryvyi Rih will be its review and approval by City Council. Critical here is to make sure that there is political will to make changes and the human and financial resources in place to undertake all the measures and projects necessary to reach the operational goals set by the Strategic Plan.

Once the Strategic Plan has been approved by City Council, the document should be reflected in annual socio-economic development programs and targeted/sectoral municipal development programs. Those sectoral and cross-cutting programs already in progress should be brought in line with the new Strategic Plan. Operational goals will be reflected in concrete measures and projects proposed by specialists in the form of Project Sheets. These will show algorithms for each project in the Strategic Plan with identified executors, timeframes and sources of resources to reach each specific goal.

To ensure that it was as realistic as possible, the formulation of the Strategic Plan involved 60 local community leaders: representatives of the business community, industrial enterprises and local government – city councilors and members of the Executive Committee, district council chairs, department and office directors –, the public, and municipal educational and research institutions. These individuals are best choice for being nominated to the Strategy Implementation Committee (SIC). If

the Strategy Implementation Committee includes these leaders, it will extend the public-private partnership that made the strategic planning process possible in the first place.

The Strategy Implementation Committee will be responsible for monitoring the progress of the Strategic Plan. Information on outcomes and results of various projects under the Strategic Plan will be posted on the Kryvyi Rih Executive's website. The SIC will evaluate performance and adherence to timeframes. The Committee will meet on a quarterly basis to evaluate activities under each operating goal set in the Strategic Plan. The staff of the Municipal Economic Department will ensure that the Strategy Implementation Committee has the necessary support for its work.





As the Strategy is a living document, it may be revised to reflect changing circumstances. It is up to the members of the Strategy Implementation Committee and all the residents of Kryvyi Rih engaged in the project to be concerned that strategic and operational goals are pertinent, timely and concrete.

The Municipal Economic Department will coordinate the work of its own units and partner organizations. The Director of the Department will report directly to the Mayor.

Changes to the Strategic Plan will be made according to the established procedure for making changes to municipal regulations. Reports on the progress of the Strategic Plan will be submitted to City Council no less than once a year. Such reports must include performance indicators showing that the main strategic and operational goals are being met.



## 9

# Monitoring the Progress of the Strategic Plan

The Municipal Strategic Development Plan for Kryvyi Rih has a multi-level structure, so results will be monitored at four levels:

- Carrying out projects;
- Reaching operational goals;
- Reaching the strategic goals;
- Progress of strategic areas.

We have compiled a list of indicators to enable proper oversight of progress toward goals. Monitoring will be based on both quantitative and qualitative indicators. Below is a table listing indicators by main strategic areas. The indicators are based on Cabinet Resolution №650 dated June 9, 2011 “On introducing performance evaluation of the Crimean Council of Ministers and oblast, Kyiv and Sevastopol municipal state administrations”, with allowance for the nature of the city’s development and the strategic areas and goals set in the Strategic Plan.



## Indicators for Evaluating the Progress of the Strategic Plan (Performance Indicators)

### GENERAL INDICATORS

1. Volume of goods and services sold by producer
2. Rate of growth/decline in local budget revenues (less transfers), % of same period of previous year)
3. Volume of local budget tax revenues, per capita
4. Share of local innovative enterprises, % of all local industrial enterprises
5. Share of innovative products sold, % of all local products sold

### STRATEGIC AREA A:

#### A RESOURCE-SAVING CITY WITH A HEALTHY ENVIRONMENT

6. Total emissions from stationary sources
7. Rate of growth/decline of emissions from stationary sources
8. Rate of growth/decline of emissions from mobile sources
9. Rate of growth/decline of waste discharged into bodies of water
10. Rate of growth/decline of land requiring reclamation
11. Rate of growth/decline of forested stock
12. Rate of growth/decline of natural preserve stock
13. Rate of growth/decline of actual cost of energy as part of total production cost

### STRATEGIC AREA B:

#### A CITY WITH A DIVERSIFIED, COMPETITIVE ECONOMY

14. Rate of growth/decline of investment in fixed assets
15. Annual increase (decrease) in foreign direct investments (FDI)
16. Rate of growth/decline in FDI
17. Rate of growth/decline of investment in housing construction
18. Rate of growth/decline of exported goods

19. Rate of growth/decline of imported goods
20. Number of registered self-employed individuals
21. Number of small enterprises per 10,000 residents
22. Average annual number of employees at small enterprises
23. Total volume of passenger transport
24. Number of hotels and other short-term accommodation
25. Population increase/decrease at the beginning of reporting year
26. Unemployment rate among those aged 15-70 (ILO methodology), % of economically active in each age group
27. Employment rate among those age 15-70, % of economically active in each age group
28. New jobs as share of economically active population, %
29. Number of vacant jobs and positions
30. Number of applicants per vacancy
31. Number of new jobs in all economic sectors
32. Rate of nominal growth/decline in wages
33. Average monthly wages, per full-time employee
34. Average wages as share of actual minimum subsistence level for able-bodied individuals

**STRATEGIC AREA C:  
A CITY OF SCIENCE AND NEW TECHNOLOGY**

35. Number of post-secondary institutions
36. Number of post-secondary students
37. Number of post-secondary graduates
38. Number of individuals with secondary and post-secondary education
39. Number of researchers with top qualifications
40. Number of doctoral students

**STRATEGIC AREA D:  
A CITY THAT IS GREAT TO LIVE IN**

41. Migration growth rate (migration balance), per 1,000 residents
42. Birth rate
43. Mortality rate
44. Number of arts institutions (community centers, libraries, museums, etc), per capita
45. Number of arts workers, per capita
46. Rate of growth/decline of housing completions
47. Rate of growth/decline of retail sales







**UKRAINE MUNICIPAL LOCAL  
ECONOMIC DEVELOPMENT**



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS



Canadian International  
Development Agency

Agence canadienne de  
développement international

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30/39 Schekavytska Street, office 27  
Kyiv, 04071, Ukraine  
tel.: +38 044 2071282  
fax: +38 044 2071283

[www.mled.org.ua](http://www.mled.org.ua)

**Executive Committee  
of Kryvyi Rih City Council**

1 Radyanska Square, Kryvyi Rih, 50101,  
Dnipropetrovsk Oblast, Ukraine  
tel.: +38 056 4400515 (General Reception)  
e-mail: [mvk99@ukrpost.ua](mailto:mvk99@ukrpost.ua)  
[www.kryvyirih.dp.ua](http://www.kryvyirih.dp.ua)

**Municipal Economic Department  
of Kryvyi Rih City Council**

tel.: +38 056 4747332 (General Reception)  
tel.: +38 056 4748475 (Local Economic Development Department)  
e-mail: [u.economy@kryvyirih.dp.ua](mailto:u.economy@kryvyirih.dp.ua)