



# Ivano-Frankivsk

Municipal Development Strategy

# 2028





## Address to the community

Dear residents of Ivano-Frankivsk,

Ivano-Frankivsk is a young European city with a glorious history, a dynamic rate of development and aspirations for positive change.

The modern world is constantly changing, and we need to respond in a timely manner to the new challenges and trends in global development.

Today, European cities are guided by a fundamentally different approach to municipal development, which is based on ensuring decent conditions and high standards of living for residents. They seek to develop a sense of belonging to one community in all sectors that share responsibility for the development of the city, and take care of welfare and equal opportunities for all residents.

Ivano-Frankivsk seeks to realize this model. We want to see our city as modern, clean, green, energy-efficient, comfortable for living, and with a well-developed infrastructure, convenient both for residents and visitors. After all, Ivano-Frankivsk is a city of successful and active people, offering creative solutions, and is open to modern business practices and technology.

Understanding that shared responsibility for the future of Ivano-Frankivsk, its place internationally and domestically contributed to the development of the Municipal Development Strategy.

There are other important reasons for the development of this strategic document and they are associated with the process of globalization. They require increasing the city's competitiveness, identifying areas for its social, cultural and economic development, expanding participatory democracy, and providing all members of the territorial community with the right to choose opportunities that influence the city's developmental process.

I want to thank everyone who participated in working group meetings, round tables, focus groups, who made proposals and comments, and found time to contribute to development of the vision of our city's future.

We are open for dialogue and new, innovative, and creative ideas. I am convinced that joint-partnerships and mutually beneficial cooperation can only make our city better!

Regards,  
City Mayor

A handwritten signature in black ink, appearing to be 'Ruslan Martsynkiv'.

Ruslan Martsynkiv



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# Introduction

The global trend in the modern world is the growing role of the regions and separate territorial communities as components of regional and local level of government, which, on one hand, can reduce the burden on central authorities by taking over some of their responsibilities. On the other hand, as much as possible is done to attend to the needs of local residents during decision-making. This process is the result of decentralization, regionalization, democratization and globalization.

Excessive centralization of governance, imperfect financial and economic structures within local authorities have led to significant disproportion in the territorial structure of the economy; accumulation of local management, economic and social problems. System-related upheavals experienced by the regional and local authorities of Ukraine during the crisis period, and the new challenges that have emerged in the modern period, have created new challenges for their balanced development; solution of specific issues of the regions and separate municipalities, stimulation of inter-

municipal cooperation.

For the effective implementation of regional and local policies, it is necessary to reconcile the goals, priorities, tasks and activities of central, regional and local executive authorities, and local government in addressing both the urgent problems of development and the achievement of long-term strategic objectives. Therefore, the development and implementation of the Municipal Development Strategy is based on a system of interrelated documents: the State Strategy for Regional Development of Ukraine 2020 and the Action Plan for its implementation; the Ivano-Frankivsk Oblast Development Strategy 2020 and the Action Plan for its implementation.

Financing of activities and projects as part of the Municipal Development Strategy is foreseen at the expense of intergovernmental transfers from the state budget to local budgets; the financial resources of regional policy participants, public and private partners united on the principles of public-private partnership, international financial institutions; capital



expenditure from the state budget; state target programs; regional development agreements; programs and activities, including investment programs (projects), realized at the expense of the State Fund for Regional Development.

With the support of international donor organizations, municipalities are seeking to implement action to support activities related to enhancing research and technological capacity, business development, democratization of governance processes, equality budgeting and increasing the role of women in community management processes; temporary placement and resettlement of displaced persons, and their integration in host communities. These projects are a part of the long-term support offered by the EU, the US, Canada and other countries.

Measures to develop the Ivano-Frankivsk Municipal Development Strategy are implemented in accordance with the Law of Ukraine «On Local Self-Government in Ukraine», «On the Principles of the State Regional Policy», the Resolution of the Cabinet of Ministers of Ukraine No. 385 «On Approval of the State Strategy for Regional Development 2020» issued on August 6, 2014; the Resolution of the Cabinet of Ministers of Ukraine No. 932 «On Approval of the Procedure for the Development of Regional Development Strategies and Action

Plans for their implementation, as well as monitoring and evaluation of effectiveness and implementation of the specified regional strategies and action plans» issued on November 11, 2015; Order of the Ministry of Regional Development, Construction and Housing and Utility Services of Ukraine, No. 79 «On Approval of the Methodology for the Development, Monitoring and Evaluation of the Effectiveness of the Implementation of Regional Development Strategies and Action Plans for their Implementation» issued on March 31, 2016; and the Ivano-Frankivsk Oblast Development Strategy 2020.

The purpose of the Ivano-Frankivsk Municipal Development Strategy is to solve shared problems and attain shared objectives for the effective development of the productive capacity of the community, rational use of resource, and the creation of comfortable living conditions for the population, environmental safety and improvements to the territorial organization of society. This is to be achieved through the joint realization of the interests of authorities, community, and business.

The Strategy aims to make economic development a process of strategic partnership, which helps to accelerate growth in productivity of the local economy by stimulating investment in new and existing enterprises with high potential for growth,





and creating conditions for such development over time. Economic development is aimed at the creation of wellbeing, public good and the maximum number of jobs through the realization of the advantages of competitiveness, which includes dynamic and more stable development in comparison with other regions; development of local firms that outperform competitors from other regions (in sales, exports, productivity, revenue). The source of this competitiveness is via good local conditions for doing business and a favorable business environment.

The substantiation of the provisions of the Municipal Development Strategy is based on the results of the statistical development indicators of Ukraine, the Ivano-Frankivsk oblast, analytical and operational information from departments and city executive council directorates, analytical studies and forecasts; current legislative acts and regulations of the Verkhovna Rada of Ukraine, the President of Ukraine, the Cabinet of Ministers of Ukraine, and local authorities taking into account international law and international treaties.

A Strategic Planning Working Group was established following the mayor's Order No. 207-p issued on April 8, 2016, aiming to develop the Ivano-Frankivsk Development Strategy, with the participation of the representatives of departments and directorates of the city council's executive committee, council members, heads of enterprises and institutions, entrepreneurs, representatives of public organizations and associations, and independent experts.

During the Municipal Development Strategy development process, specialists from the Partnership for Local Economic Development and Democratic Governance Project (PLEDDG), the Federation of Canadian Municipalities with the financial support of the Canadian Government provided methodological support, expert analysis of data and research findings obtained during the planning process; and provided counselling services on all matters of strategic planning and community development.





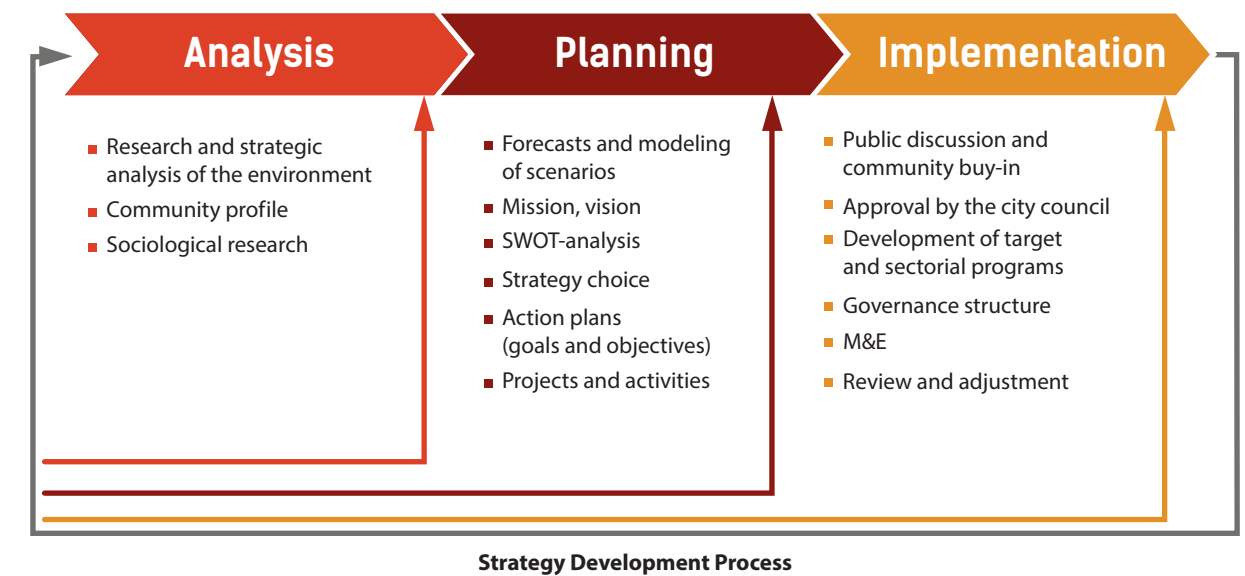
# 1 Strategy

## Development Methodology

With all the diversity of models and methods of strategic planning, there are three large blocks inherent in any project cycle: analysis - planning - implementation, which can always be looped, that is, repeated as a cycle, but at a qualitatively new level.

During the development of the Ivano-Frankivsk Municipal Development Strategy (the Strategy) and its Implementation Plan, we used a methodology consisting of 6 logical steps:

- |   |  |
|---|--|
| <b>1</b> Organization of strategic planning work;   | <b>4</b> Development of action plans (Strategy Implementation Plan);             |
| <b>2</b> Analysis of environmental and territorial community development factors;           | <b>5</b> Public discussion and approval of the Strategy and Implementation Plan; |
| <b>3</b> Identification of a mission, vision, scenarios and areas of community development; | <b>6</b> Monitoring and implementation of the Strategy.                          |



The Strategic Environmental Assessment (SEA) is used to predict and prevent the occurrence of negative environmental impacts that may be expected as a result of the implementation of the Strategy. SEA is a system and preventive process for analyzing the environmental impacts of the proposed strategic development projects. After identifying possible positive and negative impacts, if necessary, the Municipal Development Strategy can be refined to further expand positive and reduce possible negative impacts. SEA promotes effective implementation of local development initiatives, ensuring integration of environmental sustainability priorities into the development initiatives.





## Phase 1: Organization of strategic planning work

### ■ Strategic Planning Working Group

The mayor's decree identified a group of people who were invited to work on the Strategy and who took all the decisions necessary for the development of the city. It was at the meetings of the Working Group that all the areas of work were presented, discussed and relevant decisions made. The Working Group was comprised of:

- local authorities (representatives of the city council and its executive bodies),
- private companies (representatives of large, medium, small enterprises and sole proprietors),
- public organizations.

It was important the Working Group included representatives of organizations that deal with gender equality and environmental issues. Creating this kind of partnership becomes a significant factor in improving the quality and value of output and enhances the likelihood the projects included in the Strategy will be implemented and the Strategy objectives will be achieved.

### ■ The schedule of strategic planning process

The schedule for the development of the Strategy and its Implementation Plan became the main instrument for managing the planning process. The schedule was developed on the basis of the needs of the Working Group and the staff of local government to ensure timely implementation of all the stages of implementation of the strategic planning work.

## Phase 2: Analysis of the environment and territorial community development factors

### ■ Community Profile (Passport)

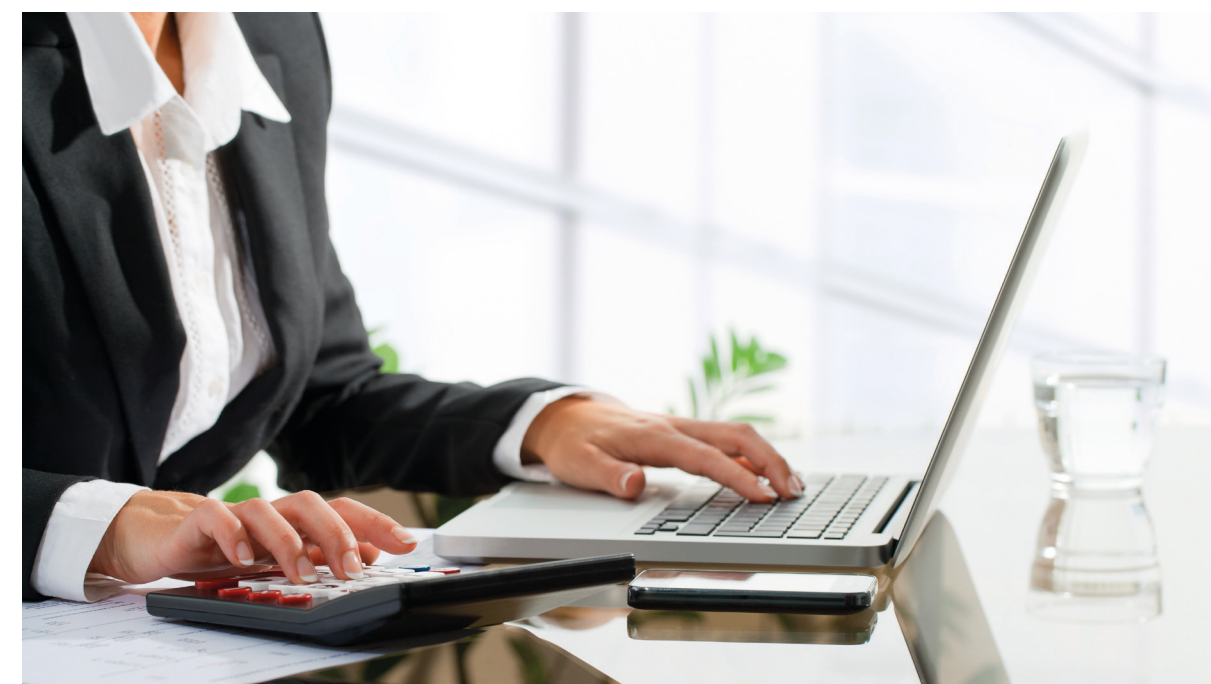
The informational foundation for planning the development of a territorial community should be a basic document, which is the analytical and descriptive part of the Strategy. This analytical and descriptive part is called the Community Profile and is placed in the Annex to the Strategy. The community profile features the analysis of the quantity, quality and dynamics of community resource change. The analysis requires the observation of persistent trends; therefore it is expedient to have indicators for at least 5 years. Qualitative conclusions were formulated after the quantitative analysis. This document served as a starting point for the members of the Working Group when discussing and reaching consensus on the critical issues their community faces. The analytical materials of the community profile have also been used in the SWOT-analysis.

### ■ Conducting a survey among the community and business representatives

An opinion survey among local business representatives has become an obligatory element of the environmental analysis in the process of strategic planning. The collected information is summarized in a single document, which reflects the consolidated opinion of the representatives of local self-government bodies, the business community and the public. It was useful to conduct opinion surveys among the municipal representatives regarding the plans, areas of development, priority sectors of the economy and the desire to cooperate in the process of strengthening the local economy.

### ■ Development of SWOT-analysis

External analysis is an evaluation of the main threats and opportunities determined by the city's external environment, while internal analysis includes analysis of strengths and weaknesses of the community. Both of them provide for identification of the main issues in the development of the territorial community. A good understanding of these four aspects of the community situation helps to better target community development planning to maximize the use of strengths, correct weaknesses, make use of opportunities and eliminate threats. The SWOT-analysis covered the entire city and according to the pre-defined priority development areas and selected sectors of the local economy. The knowledge gained and streamlined in the course of inventory of community development factors has become one of the important resources for further analysis of the community's development.







Phase 3: Identifying the mission, the vision, scenarios and areas of community development

Development of the strategic vision and mission statements

The analysis of the internal and external environment of the territorial community and the development of the vision was carried out in parallel, which allowed the Strategy to reflect the expectations of the key stakeholders. Practically, the process of strategic planning by the Working Group began with the definition of the Mission and Vision of the desired state of the territorial community in the future. The vision of the desired future of the territorial community is an image that should be accepted by and inspire the entire community. The mission of the territorial community includes

the reason for its emergence, the main purpose and the meaning of its existence; a set of unique historical and contemporary features, and competitive advantages of the community that it already has, and which the community would like to maintain for own further development, or to gain during a conscious process of their development. The vision of the future and the mission of the territorial community have been carefully considered and approved by the Working Group, as well as presented to the local residents.

Agreeing on areas of development and priorities

The analytical materials and their results were discussed at the Working Group meeting after conducting the relevant analysis. At this meeting, the participants reached consensus on the development priorities and key sectors of production that are crucial for the city. The desirable «trajectory» of development that should allow the community to implement the Vision consisted of a number of strategic development areas that were fully consistent not only with the Development Vision and the Mission of the territorial community. They were also based on the analysis of development and benefits, resources and decisive capabilities of this trajectory.

Strategic areas of the desired «trajectory» of development point to the ways of achieving this strategic Vision. After identifying the areas of development, the process of deliberate selection of specific methods, the system of goals and results for solving certain problems or realizing opportunities was continued. Each of the strategic areas was specified in the strategic and operational objectives.

Phase 4: Development of Action Plans (Strategy Implementation Plans)

Strategic (generic) objectives were developed at the next stage of strategic planning for each of the identified areas of development, and later lower level operational objectives were formulated on this basis.

Strategic objectives stem from the Strategic Vision and Strategic Areas and form the framework where decisions are taken regarding specific goals and activities. The

totality of strategic objectives corresponds to a specific strategic area.

Operational objectives indicate how changes should be made and how to quantitatively define strategic objectives by indicating the timing of implementation, specific actors, results of implementation, the volume and the sources of funding, and specific activities.



A number of projects were developed for each operational objective reflecting the steps to be taken, the results to be achieved, those responsible for the implementation of this project, implementers and co-implementers responsible for implementing a specific measure, implementation deadline, the

amount of expected funding and the sources of such funding for the implementation of this project.

The Action Plan/Strategy Implementation Plan was presented to the members of the Working Group who also granted their approval.

Phase 5: Public discussion and approval of the Strategy and its Implementation

Having formulated a draft Municipal Development Strategy, and its implementation plan, including a monitoring plan for implementation, the Working Group launched

public consultation of these documents. After the public consultation, the final papers will be submitted for consideration and approval by the city council.





## Phase 6: Monitoring and Implementing the Strategy

Managing the implementation of the Strategy should consist of two parts. The first political component declares the desire to achieve the objective, make decisions and to allocate powers to complete the tasks. The second component should be about the executive bodies that will execute the projects.

The monitoring system should include: a monitoring body (which needs to be created taking into account the specifics of the territorial community); a document (ToR) covering the system of monitoring the implementation of the Strategy (the Strategy has a separate section describing the monitoring system for its implementation); a system of indicators (results) of the Strategy implementation (quantitative and qualitative indicators / indicators).

### ■ Identifying agencies responsible for implementing the Strategy

In order to ensure an adequate level of responsibility for the implementation of the Strategy, it is necessary to create an authority/institution that would undertake its implementation. Ensuring implementation is a management task that involves monitoring the activities of numerous organizations involved in the implementation of the projects and measures of the Strategy. This should be done by the Implementation Management Committee, created from among the representatives of local authorities, business and the public. This group of well-organized professionals embodies the political will to implement the planned changes.

### ■ The system of indicators for evaluating the effectiveness of the Strategy implementation

In the strategic planning system, monitoring and evaluation are the final stages in the development of the Strategy and they are applied throughout the implementation period. The monitoring tool is a system of complex indicators, which reflect both performance of specific tasks and their relevance to the strategic objectives of the Community Development Strategy.

The system for monitoring the effectiveness of the Strategy implements a multilevel hierarchical model of the system of indicators.





# 2 Brief

## description of the city



The city of Ivano-Frankivsk (Stanislaviv – until 1939, Stanislav – until 1962) today is one of the 24 regional centers of Ukraine. It is the administrative, economic and cultural center of Ivano-Frankivsk oblast, with a total area of 83.73 sq.km, with a population of more than 250 000. The structure of Ivano-Frankivsk city council includes 5 villages: Vovchinets, Uhornyky, Mykytyntsi, Krykhiivtsi, and Hryplyn.

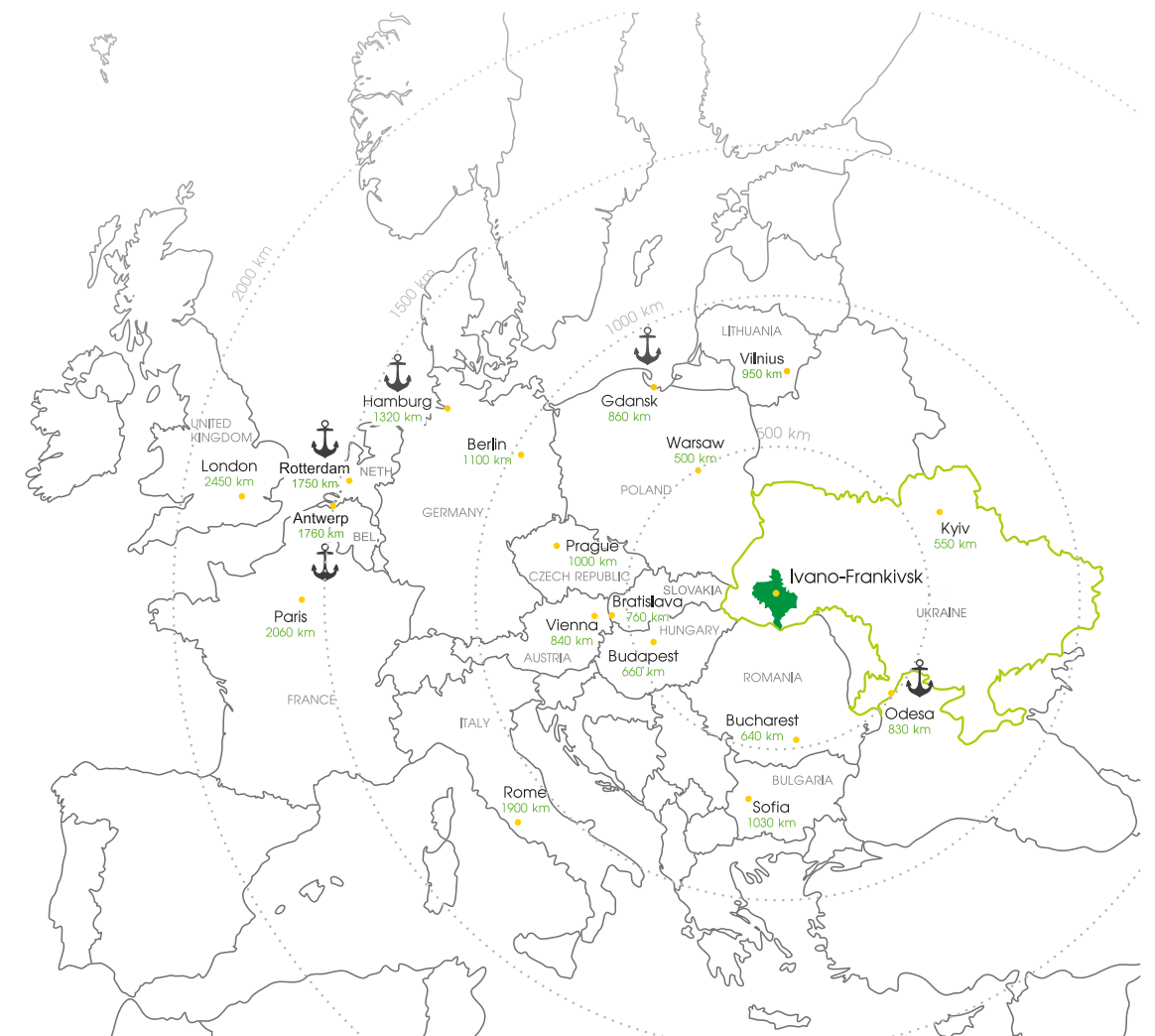
The city is located between the two Bystrytsia rivers (Bystrytsia Nadvirnianska and Bystrytsia Solotvinska) and it was founded by Andriy Pototsky – a representative of the ancient Galician magnate family in 1661 as a fortress on the site of the ancient Ukrainian village Zabolottya. In 1662, Stanislaviv introduced the Magdeburg Law.

In 1962, on the occasion of its 300th anniversary, Stanislav was renamed as Ivano-Frankivsk in honor of Ivan Franko – an outstanding son of the Ukrainian people.

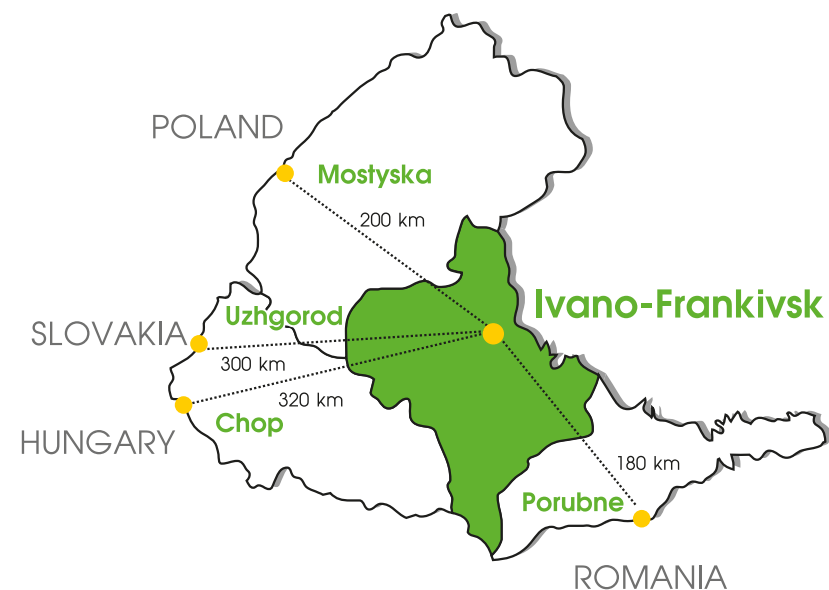
Today, Ivano-Frankivsk is a city with significant industrial, economic and research potential, enjoying broad opportunities for the development of both internal interregional and external international ties. These promising features of the city are connected with the proximity of the Carpathians which is a unique region for tourism, recreation and relaxation.

The city is located on the Pokutskaya plain in the southwest of Ukraine at a distance of 150-300 km from the borders of Poland, Romania, Hungary, and Slovakia.

The map below demonstrates the advantageous geographical location of Ivano-Frankivsk in relation to the neighboring regional centers, European cities, as well as neighboring state borders.







Ivano-Frankivsk has a developed transport network. The city is connected to all the regional centers of Ukraine and some cities in Moldova, Belarus, and Poland, Slovakia, and the Czech Republic by air, rail and road transport. Ivano-Frankivsk has a radial road system. The city has an international airport; it is also a railway and motorway hub.

The climate in the city has a transitional character, where warm, humid western European climate changes to continental Eastern European with a typical vertical bioclimatic zoning. The average January temperature is  $-5^{\circ}\text{C}$ ,  $+12^{\circ}\text{C}$  in April,  $+25^{\circ}\text{C}$  in July,  $+2^{\circ}\text{C}$  in October. The average amount of precipitation is 657.7-1252.5 mm per year.

As at January 1, 2017, the population of Ivano-Frankivsk City Council was 254,500 of which 233,400 and 21,100 accounted for urban and rural population respectively.

There were 54,478 pensioners as at January 1, 2017, including 49,901 among urban population and 4,577 in rural areas. The number of pensioners per 1 000 of population is 214.

## Production potential

The production activities in the city are carried out by more than 500 enterprises, including more than 120 «core» enterprises. Ivano-Frankivsk is one of the most industrialized cities in the western region of Ukraine, and its share in the total volume of sales in 2016 amounted to 29.5% (31% in 2015).

The volume of industrial production sold in 2016 in Ivano-Frankivsk amounted to UAH 10.3 billion (compared with UAH 10.2 billion in 2015). The volume of realized industrial output amounted to UAH 41 400 per capita.

The main characteristic of the economic system of Ivano-Frankivsk is the diversified industry, which provides a relative stability against the fluctuations in the economic situation in the country.

The main sectors of the city's economy are food production, machine-building, production and distribution of electricity, natural gas and water; light and chemical industry, manufacturing of wood products, and printing. The share of processing enterprises in the structure of total sales stood at 40.6%. Food industry and machine building dominate in the structure of sales of the enterprises of the processing industry in the city (about 90%). Information about local producers and their products can be found at: <http://localproducts.if.ua>.

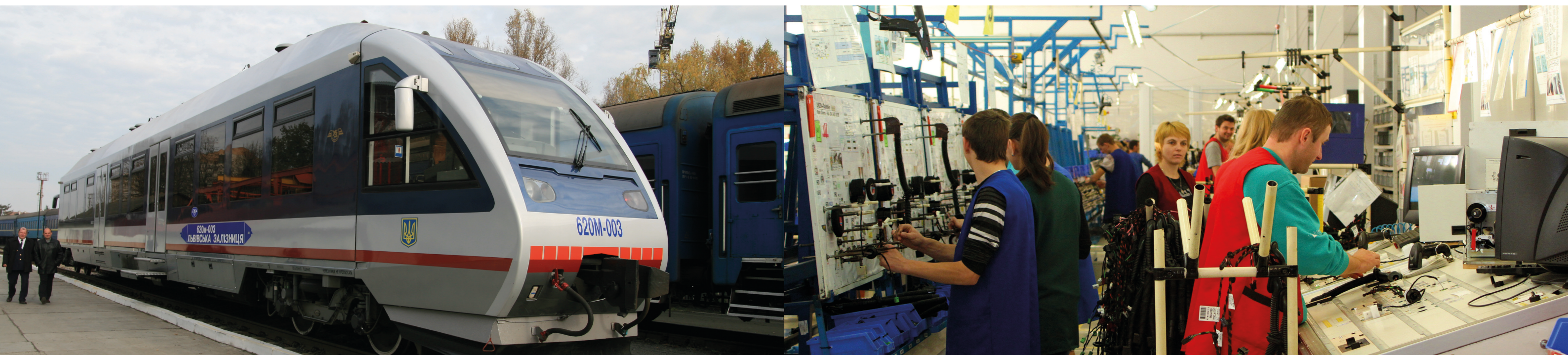
The construction industry is rapidly developing in the city. The volume of executed construction works in 2016 amounted to UAH 1037.8 million, or 68.7% of the total volume in the oblast. The index of construction products reached 102.9% compared to 2015.

## Municipal budget

The total amount of revenue for 2016 amounted to UAH 1875.3 million with the approved amount per year, taking into account changes – UAH 1801.8 million. Budget performance towards the approved amount per annum amounted to 104.1% taking into account changes.

The total revenue of general and special funds totaled UAH 947.5 million, which is 109.7% of the plan for 2016 and 142% of revenue for 2015.

The city budget expenditures in 2016 performed as a whole at 97.5% of the approved amount per annum, taking into account changes (UAH 1879.9 million approved with consideration of changes, UAH 1833.3 million spent).



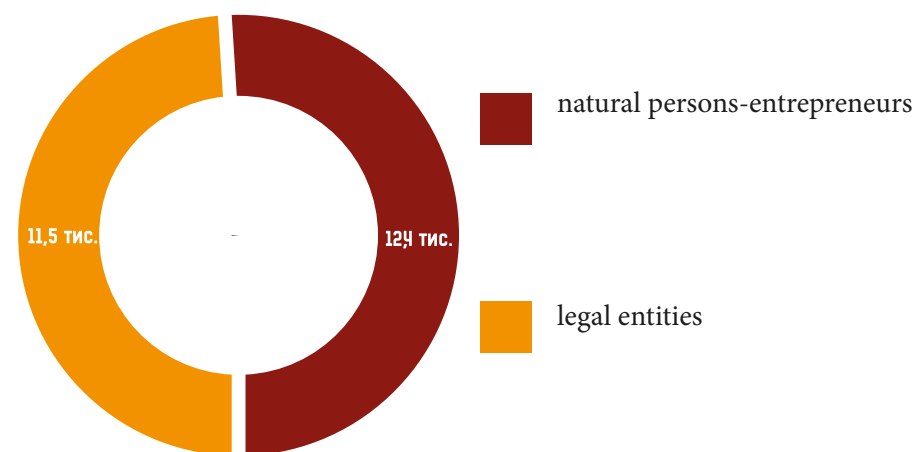




## Entrepreneurship

As at January 1, 2017, 23 900 entrepreneurs were registered in the territory of Ivano-Frankivsk City Council. Among them, 11 500 are legal entities and 12 400 are natural persons-entrepreneurs.

Small and medium-sized enterprises operating in the territory of Ivano-Frankivsk make up 99.9% of



the total number of economically active enterprises of the city. The contribution of medium and small enterprises to the total volume of sales of goods (goods and services) by enterprises of the city is 87%, where the small business has 20.1%. Medium and small enterprises employ 88.3% of hired staff of all businesses of the city.

Small enterprises make up 96% of the total number of economically active enterprises of the city. The city reached a twofold advantage compared to the average oblast level and one third of the national level by the number of active small enterprises per 10 000 of the existing population (121).

## Labor market

The average number of full-time employees in 2016 amounted to 69 800, the number of employed entrepreneurs and their hired workers – 38 200. The average monthly nominal wage of full-time employees amounted to UAH 4 371 in 2016.

As at January 1, 2017, there were 1 628 unemployed persons registered at the Ivano-Frankivsk Municipal Employment center. The unemployment rate in the city was 0.99% vs 1.38% at the same time last year.

## Export and investment

The enterprises of Ivano-Frankivsk actively engage in foreign trade with 88 countries of the world. Exporters are focused on European markets (56.5% of the total exports of goods and over 80% of the total exports of services).

The volume of export of goods and services from the region in 2016 amounted to USD 396 million, imports - USD 205 million meaning an increase of 2.1 over the previous year and 37.6%, respectively. Exports of goods amounted to USD 379.6 million, exports of services – USD 35.5 million (66.2% and 65.9% of the total amount for the oblast); imports: goods – USD 196.8 million (48.5% of the total amount for the oblast); services – USD 8.2 million (45.9%). The largest volumes of exports from Ivano-Frankivsk went to Romania, Italy, the Czech Republic, the Republic of Korea, India, Belgium, China, Bangladesh, Egypt, and Poland.

The main export-oriented branches of the city's economy are machine building, food, and wood processing, which account for 93% of municipal exports.

The largest exporting companies are: Imperovo Foods LLC, Karpaty State Enterprise, Electrolux Ukraine LLC, and Taico Electronics Ukraine Limited.

Ivano-Frankivsk is highly attractive for investment, as evidenced by the decision of the Credit-Rating agency to improve the level of investment attractiveness from uaINV4 + to uaINV5-.

It is important to note that industrial enterprises account for 69.5% of the total share capital, or USD 316.9 million. As of December 31, 2016, EU countries have invested USD 428.6 million since the beginning of the investment process (93.9% of total equity). Investors include enterprises from 45 countries.

As at December 31, 2016, foreign direct investments (equity and debt instruments) amounted to USD 502.9 million. As at December 31, 2016, foreign direct investment per capita in Ivano-Frankivsk was much higher than the national average, as well as in some regional centers with similar population (USD 1 823.5 – in the city, USD 593.6 – in the region, USD 886 – in Ukraine).





## Social infrastructure

The city is known for its higher educational institutions, which train highly skilled specialists not only for the region but also for the whole of Ukraine. The largest of them are: the National Medical University, the National Technical University of Oil and Gas, and Stefanyk Precarpathian National University. The city has 11 higher government and private educational institutions, 40 secondary schools, 36 pre-school educational institutions (3 – departmental and 5 educational institutions described as «pre-school educational institution – a general educational institution»). There is a network of private preschool organizations, as well as rehabilitation and special-purpose organizations.

The network of medical institutions includes: the central city clinical hospital, the city children's clinical hospital, the children's polyclinic (a branch of the city children's clinical hospital), the city clinical maternity hospital, the city clinical hospital No. 1, city polyclinics, including dental (6 institutions), and a medical emergency station.

The city has a developed cultural and sports infrastructure, which is represented by 2 theatres: Ivano-Frankivsk Academic Regional Music and Drama Theatre and Ivano-Frankivsk Mariyka Pidhiryanka Academic Regional Puppet Theatre, Regional Philharmonic Orchestra, three movie theatres: KinoBum, Kosmos, Lumiere, Central People's House, Municipal Recreation Cent, Municipal People's House, Knyahynyn People's House, 13 museums, libraries and 13 sport schools for children.





# 3 Justification of the strategy



The Strategic Planning Working Group conducted a series of studies dealing with the development of the city. In addition, a profile of the community was developed. A SWOT-analysis was carried out on the basis of the received data, and there were also identified the Mission and the Strategic Vision of Ivano-Frankivsk.

## The results of SWOT-analysis

Strengths	Weaknesses
1. Proximity to Western European cities	1. Outflow of labor resources
2. Minimal risks for the occurrence of man-made and natural disasters	2. Deficit of workers
3. Availability of transport infrastructure for the development of the Carpathian tourist hub	3. Mismatch between the demand and labor market needs and training opportunities for higher and vocational education institutions
4. Positive demographic situation (natural and migratory population growth)	4. Low connectivity between research establishments and production
5. Proactive, creative community	5. Incomplete inventory of the land of the Ivano-Frankivsk Municipal Council
6. Well-established communication with the population and openness of government	6. Lack of available land for expansion of business and realization of investment projects
7. Multi-sectoral economy	7. Lack of an updated zoning plan of the city
8. Available industrial infrastructure for creating new types of production	8. Unregulated urban development and reduction of parkland
9. Cooperation between business and government	9. Low profile of business associations
10. Favorable conditions for starting a business	10. Insufficiently developed transport infrastructure (parking lots, bicycle and pedestrian zones)
11. Active development of small and medium business	11. Depreciation of rolling stock of public transport
12. Investment attractiveness of the city	12. Insufficient use of airport capacities
13. Developed construction industry	13. Lack of an effective system of separate collection, sorting, processing and recycling of household waste, and a plant for processing and sorting of solid waste
14. Development of the city towards the European integration	14. Low level of environmental awareness of the residents in the city and surrounding villages
15. Quality administrative service provision, including through the ASPCs	15. Obsolete utility lines
16. Preservation of cultural and architectural heritage and national traditions	16. Lack of quality products for different target groups of tourists
17. High educational potential (higher education, alternative education)	17. Deteriorating crime situation in the city that is connected with the combat in the East of Ukraine
18. Significant financial resources coming from migrant workers from abroad as remittances	
19. Favorable conditions for the development of high-tech production, IT industry	
20. Airport availability	
21. Active public organizations, including those working in the field of gender equality and environment	
22. Modern look of the city (residential buildings, roads, infrastructure development, parks, squares)	
23. Proximity to an important tourist attraction of Ukraine – the Carpathian mountains	
24. Certified municipal lakes	
25. Availability of the Program of sustainable municipal energy development 2020	



Opportunities	Threats
1. End of the war in the East of Ukraine	1. Escalation of the conflict in the East of Ukraine
2. Further integration in the EU	2. Deepening of the international political and economic crisis, in particular in the countries of the EU
3. Further implementation of reforms, in particular in terms of decentralization of power	3. Political instability in Ukraine
4. Clear and understandable foreign policy of Ukraine	4. Collapse of the reform process
5. Increased access to international financial resources	5. Deterioration of the national legislation and introduction of additional business regulation
6. Granting Ukrainian enterprises full access to foreign markets	6. Nonconformity of many Ukrainian producers with the European standards, which complicates exports of goods to foreign markets
7. Fighting corruption in government	7. Government corruption
8. Increase in international technical and credit assistance under conditions acceptable for Ukraine	8. Reduction of international technical and lending assistance to Ukraine
9. Stabilization of hryvnia exchange rate, reduction of the inflation rate, NBU discount rate, which will result in lower credit rates	9. Inflation, instability of the national currency, high lending rates
10. Increase in direct foreign investments into the Ukrainian economy (favorable investment climate)	10. Reduction of inflow of foreign direct investments into the economy of Ukraine
11. Modernization of production capacities at enterprises, introduction of the latest and energy-saving technology in production (state support and stimulation)	11. Increase in tax rates
12. Implementation of the use of alternative energy sources	12. Centralization of budgets
13. Growth of purchasing power of the population and general improvement of living standards of citizens	13. Impossibility of modernizing production capacities at enterprises due to lack of resources
14. Deregulation of the economy	14. Reducing purchasing power and worsening of citizens' living standards
15. Bringing Ukrainian legislation to the international norms and standards	15. Monopolization of the economy
16. Improvement of the level of environmental safety	16. Increase in the cost of energy resources
17. Improvement of demographic situation, return of "labor migrants" from abroad	17. Increase in the number of environmental and man-made disasters
18. Completion of healthcare, pension, and educational reform	18. Deterioration of the demographic situation, further "aging" of the population
	19. Slowing down reforms in the health, educational, and social sectors
	20. Reduction of labor resources due to migration abroad

## SWOT matrix

The SWOT matrix is an important element in defining the city's competitive advantages, as it allows us to identify the links between «internal» (strengths and weaknesses) and «external» (opportunities and threats) factors. Strong and weak links help shape and formulate comparative advantages, challenges, and the risks underpinning strategic choices in setting future strategic goals and operational objectives for municipal development in the long term.

If a "strength" is backed by an "opportunity" and a "threat" does not offset this "strength", then such a "strength" becomes a priority for the city.

## Sector "Comparative Advantages". Type of strategy – aggressive and offensive.

Strengths	Support	Opportunities
1. Proximity to Western European cities	2	1. End of the war in the East of Ukraine
2. Minimal risks for the occurrence of man-made and natural disasters	2, 12, 15	2. Further integration in the EU
3. Availability of transport infrastructure for the development of the Carpathian tourist hub	5	3. Further implementation of reforms, in particular in terms of decentralization of power
4. Positive demographic situation (natural and migratory population growth)	2, 8, 17	4. Clear and understandable foreign policy of Ukraine
5. Proactive, creative community	4, 7, 17	5. Increased access to international financial resources
6. Well-established communication with the population and openness of government	7	6. Granting Ukrainian enterprises full access to foreign markets
7. Multi-sectoral economy	2, 5, 6, 8, 10, 17	7. Fighting corruption in government
8. Available industrial infrastructure for creating new types of production	7, 11	8. Increase in international technical and credit assistance under conditions acceptable for Ukraine
9. Cooperation between business and government	4, 6, 7, 8, 14	9. Stabilization of hryvnia exchange rate, reduction of the inflation rate, NBU discount rate, which will result in lower credit rates
10. Favorable conditions for starting a business	5, 6, 8, 10, 11, 14, 15	10. Increase in direct foreign investments into the Ukrainian economy (favorable investment climate)
11. Active development of small and medium business	4, 8, 10, 11, 14, 15	11. Modernization of production capacities at enterprises, introduction of the latest and energy-saving technology in production (state support and stimulation)
12. Investment attractiveness of the city	10, 11	12. Implementation of the use of alternative energy sources
13. Developed construction industry	6, 8, 15	13. Growth of purchasing power of the population and general improvement of living standards of citizens
14. Development of the city towards the European integration	15	14. Deregulation of the economy
15. Quality administrative service provision, including through the ASPCs	7, 12	15. Bringing Ukrainian legislation to the international norms and standards
16. Preservation of cultural and architectural heritage and national traditions	14	16. Improvement of the level of environmental safety
17. High educational potential (higher education, alternative education)	13, 14, 16	17. Improvement of demographic situation, return of "labor migrants" from abroad
18. Significant financial resources coming from migrant workers from abroad as remittances	8, 11, 12, 16	18. Completion of healthcare, pension, and educational reform
19. Favorable conditions for the development of high-tech production, IT industry		
20. Airport availability		
21. Active public organizations, including those working in the field of gender equality and environment		
22. Modern look of the city (residential buildings, roads, infrastructure development, parks, squares)		
23. Proximity to an important tourist attraction of Ukraine – the Carpathian mountains		
24. Certified municipal lakes		
25. Availability of the Program of sustainable municipal energy development 2020		



# Sector "Challenges". Type of strategy – dynamic and competitive.

Weaknesses	Reduce	Opportunities
1. Outflow of labor resources ◀ 2, 3, 6, 10, 11, 15, 17	1. End of the war in the East of Ukraine	
2. Deficit of workers ◀ 2, 3, 9, 11, 15, 17	2. Further integration in the EU	
3. Mismatch between the demand and labor market needs and training opportunities for higher and vocational education institutions ◀ 8, 11	3. Further implementation of reforms, in particular in terms of decentralization of power	
4. Low connectivity between research establishments and production ◀ 6, 8, 11	4. Clear and understandable foreign policy of Ukraine	
5. Incomplete inventory of the land of the Ivano-Frankivsk Municipal Council ◀ 15	5. Increased access to international financial resources	
6. Lack of available land for expansion of business and realization of investment projects ◀ 3, 7, 10	6. Granting Ukrainian enterprises full access to foreign markets	
7. Lack of an updated zoning plan of the city ◀ 15	7. Fighting corruption in government	
8. Unregulated urban development and reduction of parkland ◀ 7, 15	8. Increase in international technical and credit assistance under conditions acceptable for Ukraine	
9. Low profile of business associations ◀ 2, 5, 10	9. Stabilization of hryvnia exchange rate, reduction of the inflation rate, NBU discount rate, which will result in lower credit rates	
10. Insufficiently developed transport infrastructure (parking lots, bicycle and pedestrian zones) ◀ 3, 4, 5, 10	10. Increase in direct foreign investments into the Ukrainian economy (favorable investment climate)	
11. Depreciation of rolling stock of public transport ◀ 5, 9, 12	11. Modernization of production capacities at enterprises, introduction of the latest and energy-saving technology in production (state support and stimulation)	
12. Insufficient use of airport capacities ◀ 3, 5, 8, 10, 11	12. Implementation of the use of alternative energy sources	
13. Lack of an effective system of separate collection, sorting, processing and recycling of household waste, and a plant for processing and sorting of solid waste ◀ 6, 8, 9, 10, 11, 12, 15	13. Growth of purchasing power of the population and general improvement of living standards of citizens	
14. Low level of environmental awareness of the residents in the city and surrounding villages ◀ 2, 12, 15, 16	14. Deregulation of the economy	
15. Obsolete utility lines ◀ 16	15. Bringing Ukrainian legislation to the international norms and standards	
16. Lack of quality products for different target groups of tourists ◀ 5, 8, 10, 13, 16	16. Improvement of the level of environmental safety	
17. Deteriorating crime situation in the city that is connected with the combat in the East of Ukraine ◀ 6, 13	17. Improvement of demographic situation, return of "labor migrants" from abroad	
	18. Completion of healthcare, pension, and educational reform	

# Sector "Risks". Type of strategy – defensive.

Weaknesses	Strengthen	Threats
1. Outflow of labor resources ◀ 1, 3, 4, 5, 8, 9, 11, 13, 18, 20	1. Escalation of the conflict in the East of Ukraine	
2. Deficit of workers ◀ 1, 3, 5, 8, 13, 18, 20	2. Deepening of the international political and economic crisis, in particular in the countries of the EU	
3. Mismatch between the demand and labor market needs and training opportunities for higher and vocational education institutions ◀ 4, 7, 15	3. Political instability in Ukraine	
4. Low connectivity between research establishments and production ◀ 4, 13	4. Collapse of the reform process	
5. Incomplete inventory of the land of the Ivano-Frankivsk Municipal Council ◀ 7, 13	5. Deterioration of the national legislation and introduction of additional business regulation	
6. Lack of available land for expansion of business and realization of investment projects ◀ 4, 7	6. Nonconformity of many Ukrainian producers with the European standards, which complicates exports of goods to foreign markets	
7. Lack of an updated zoning plan of the city ◀ 5, 13	7. Government corruption	
8. Unregulated urban development and reduction of parkland ◀ 3, 5, 7, 18	8. Reduction of international technical and lending assistance to Ukraine	
9. Low profile of business associations ◀ 8, 10	9. Inflation, instability of the national currency, high lending rates	
10. Insufficiently developed transport infrastructure (parking lots, bicycle and pedestrian zones) ◀ 3, 9, 10, 11, 12, 13	10. Reduction of inflow of foreign direct investments into the economy of Ukraine	
11. Depreciation of rolling stock of public transport ◀ 9, 11, 12, 16	11. Increase in tax rates	
12. Insufficient use of airport capacities ◀ 11, 14, 15	12. Centralization of budgets	
13. Lack of an effective system of separate collection, sorting, processing and recycling of household waste, and a plant for processing and sorting of solid waste ◀ 3, 4, 5, 7, 10, 15, 16, 17	13. Impossibility of modernizing production capacities at enterprises due to lack of resources	
14. Low level of environmental awareness of the residents in the city and surrounding villages ◀ 4, 14, 17	14. Reducing purchasing power and worsening of citizens' living standards	
15. Obsolete utility lines ◀ 12, 16	15. Monopolization of the economy	
16. Lack of quality products for different target groups of tourists ◀ 11, 15, 17	16. Increase in the cost of energy resources	
17. Deteriorating crime situation in the city that is connected with the combat in the East of Ukraine ◀ 1, 4, 7, 14	17. Increase in the number of environmental and man-made disasters	
	18. Deterioration of the demographic situation, further "aging" of the population	
	19. Slowing down reforms in the health, educational, and social sectors	
	20. Reduction of labor resources due to migration abroad	



Based on the SWOT-analysis, and simulated municipal development scenarios, the Working Group identified the Mission and the Strategic Vision for the city's development before 2028:

### STRATEGIC VISION

**Ivano-Frankivsk is a city lying between two Bystrytsia rivers, and it features compactness, environmental friendliness, and creativity:**



A modern, clean, green, energy-efficient city, comfortable for living with developed infrastructure, convenient for residents and visitors



A city of developed, environmentally friendly, high-tech industry, attractive for foreign investment



A city of successful proactive people, creative solutions, open to modern business models and technology



A regional cultural, educational and tourist center, where the multinational customs and traditions are preserved and multiplied

### THE MISSION OF THE CITY

Ivano-Frankivsk is the capital city of Prykarpattya, the cultural, educational, industrial, and logistics center of the Ivano-Frankivsk region.

The city is situated on the banks of two Bystrytsia rivers with a cohesive patriotic community, which creates a variety of opportunities for every resident, and combines tradition with innovation.





# 4 Strategic areas of municipal development



The chosen path of development, which should lead the community to the strategic vision, consists of a number of strategic areas of development. Strategic areas point to ways to achieve this strategic objective. With the definition of development areas, the process of a conscious choice of concrete methods, a system of goals and results for solving certain problems and realization of opportunities for municipal development was continued. Each of the strategic areas is specified for strategic and operational purposes.

The strategic areas of municipal development were formulated at the meeting of the Working Group for strategic planning.

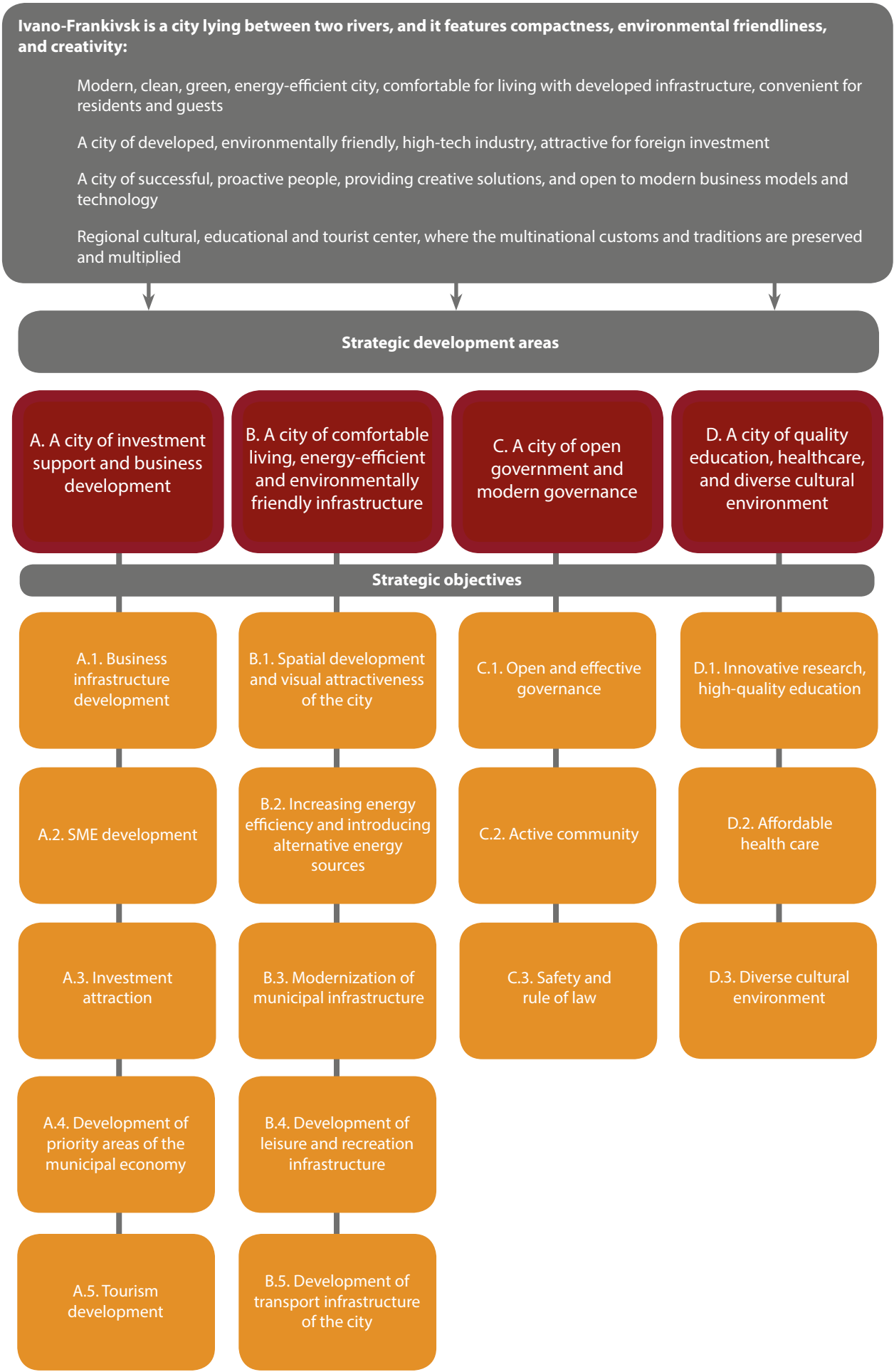
## Strategic areas of municipal development

- A. A city of investment support and business development
- B. A city of comfortable living, energy-efficiency and environmentally friendly infrastructure
- C. A city of open government and modern governance
- D. A city of quality education, healthcare, and diverse cultural environment

At meetings of the working subgroups formed according to the strategic areas of municipal development, the participants discussed strategic and operational objectives for each of the strategic areas of municipal development, and formed the relevant action plans for implementation of the Strategy.







Ivano-Frankivsk Municipal Development Strategy Scheme

4.1. Strategic area A.  
A city of investment support and business development

Ivano-Frankivsk is a city with a favorable geographic location (near the borders of the European Union) and a favorable investment environment. Companies from many countries are showing a strong interest in the economic, cultural, and tourist and recreational potential of Ivano-Frankivsk. Investments provide for the flow of necessary financial resources to the local economy, and bring new management skills, innovations and technology; new markets, new business opportunities for local enterprises. Increasing the volume of investment in the city’s economy is a significant factor for economic growth.

The main feature of the city’s economy is the diversified industry, which provides for relative stability to fluctuations in the economic situation in the country.

Large and medium-sized industrial enterprises in the city are a significant component of the economic development of Ivano-Frankivsk. Some of them work quite efficiently and plan to increase sales volumes, upgrade equipment and use modern technology.

At the same time, the small business sector is growing. In the coming years, it is a major factor in increasing the number of new jobs, investments and diversification of services both in the city and beyond. Given the significant economic role of small business in municipal revenue, stabilization of the city’s economy and solving the problem of employment, the use of a comprehensive approach to municipal development and business support by local authorities is a priority.

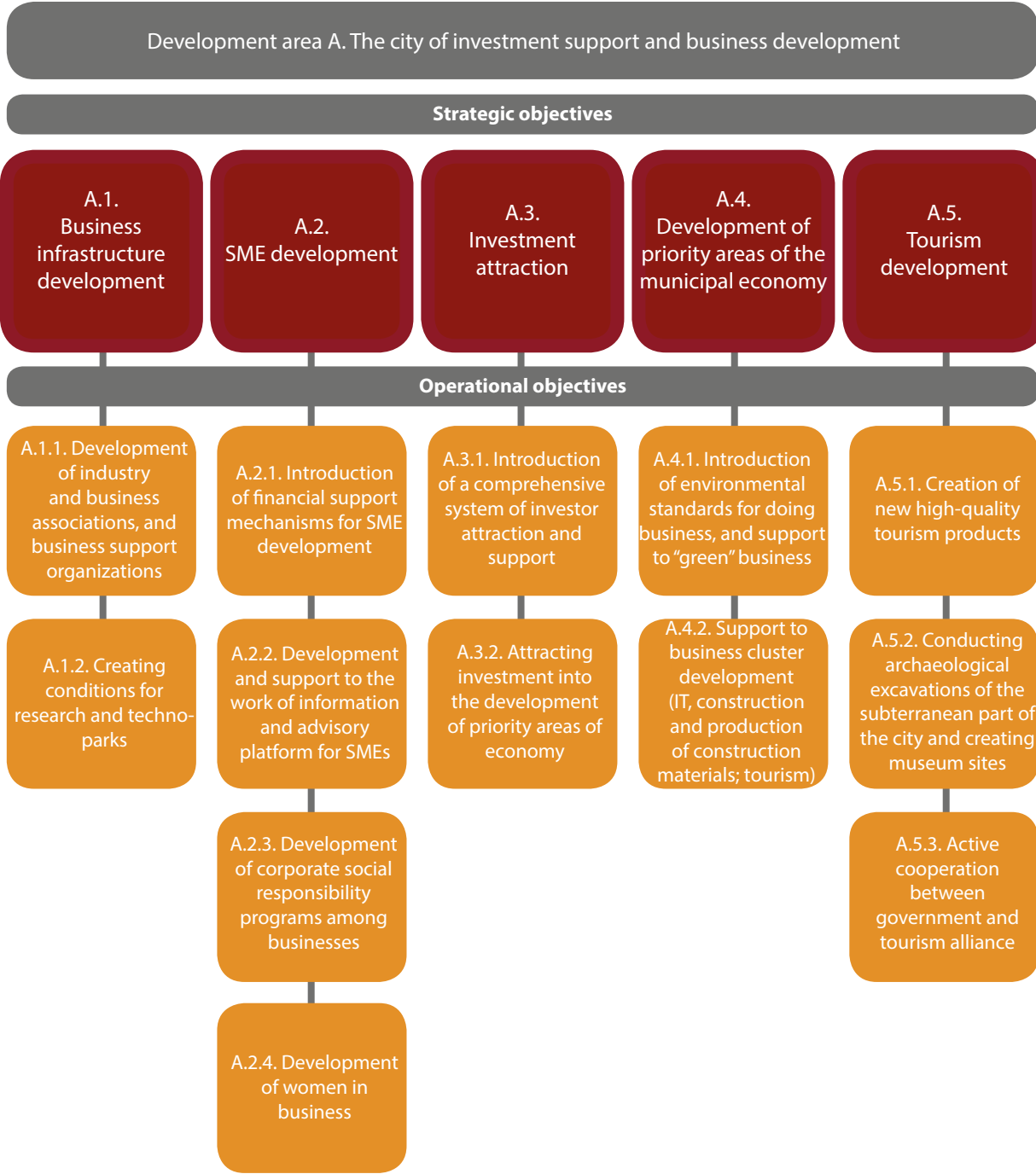
The accelerated development of high-tech industries for the production of competitive products and generation of export potential requires the introduction of international and domestic research and technological achievements. Diversification of economic activities will ensure employment for the majority of the population of the city and will affect municipal revenue, help create new industrial complexes for the manufacture of competitive products based on local enterprises.

The city has a significant human potential for innovative development. The high educational level of the city’s population is attributed to its educational system, represented by various types of educational institutions. Most employers are satisfied with the level of labor force development. Large industrial enterprises propose a relatively high level of wages, however low wages persist at the level of small enterprises. In addition, a lack of engineering specialists and highly skilled workers is an urgent problem in the area of trades.



Strategic issues

- ✓ Low purchasing power of the population.
- ✓ The absence of large vacant land plots on the territory of the Ivano-Frankivsk City Council for investors.
- ✓ The complexity of the procedure for repurposing and allocation of land plots to investors for the implementation of projects and doing business.
- ✓ Stagnation of Hryplinska Investment and Industrial Zone (HIIP) due to the fact that the land plots within the zone, were previously repurposed to farmland and are now in private ownership, as well as due to the presence of reclaimed land in the territory.
- ✓ Incomplete inventory of available land plots.Недостаток законодавчої бази для ведення бізнесу.
- ✓ Imperfect legislative framework for doing business.
- ✓ Lack of real access of SMEs to financing and other financial resources.
- ✓ The wage level is lower than Ukraine's average.
- ✓ Outflow of labor resources.
- ✓ Low profile of business associations.
- ✓ Insufficient number of tourist and recreational infrastructure facilities.



The scheme of strategic and operational objectives by the areas of development  
A. The city of investment support and business development



## Strategic objective A.1. Business infrastructure development

Operational objective	Operational task / scope of project implementation
<b>A.1.1. Development of industry and business associations, and business support organizations</b>	<ol style="list-style-type: none"> <li>1. Analysis of the effectiveness of industry associations, business associations, business incubators and business accelerators.</li> <li>2. Development of measures to optimize the work of industry associations, business associations, business incubators and business accelerators.</li> <li>3. Creation and support to the city cluster "Consulting Services System".</li> <li>4. Identification of criteria, clarification and conditional grouping of consulting services by the SME support infrastructure providers – participants of the "Consulting Services System" cluster followed by offering them a relevant market status.</li> <li>5. Creation and support of the work of the service center for businesses.</li> <li>6. Creation of an incubator for startups.</li> <li>7. Conducting a competition for startups at the "Precarpathian University" research park.</li> </ol>
<b>A.1.2. Creating conditions for research and techno-parks</b>	<ol style="list-style-type: none"> <li>1. Development and implementation of a program of attracting investors to the work of research and technology parks.</li> <li>2. Creation of the first modern research and production and training center for microclonal reproduction of plants in the Precarpathian region.</li> <li>3. Creation of a database of research developments on issues of resource conservation, energy management, energy efficiency, renewable energy sources, waste processing, creation of green spaces and creation of a mechanism for commercialization of research developments.</li> </ol>

## Strategic objective A.2. SME development

Operational objective	Operational task / scope of project implementation
<b>A.2.1. Introduction of financial support mechanisms for SME development</b>	<ol style="list-style-type: none"> <li>1. Research the volume of needs for the recovery of loan interest rates for SMEs.</li> <li>2. Development of the mechanism (rules) for selecting SMEs, eligible for reimbursement of loan interest rates.</li> <li>3. Implementation of the Rules for providing financial and credit support to businesses in the city of Ivano-Frankivsk with annual earmarking of the necessary amount in the city budget.</li> </ol>
<b>A.2.2. Development and support to the work of information and advisory platform for SMEs</b>	<ol style="list-style-type: none"> <li>1. Development of an interactive database of municipal property and ensuring access of businesses to it.</li> <li>2. Creation and regular updating of the database of vacant land plots, suitable for business with regular updates on the information platform.</li> <li>3. Creation and regular updating of the database of available public utilities and commercial space suitable for business with regular updates on the information platform.</li> <li>4. Creation of a new format of educational and creative platform based on the Promprylad plant, which will combine cultural, educational and practical business elements.</li> </ol>

Operational objective	Operational task / scope of project implementation
	<ol style="list-style-type: none"> <li>5. Jointly with the business community, monitoring of the provision of administrative services for businesses by local governments, followed by discussions at the meetings of the City Business Council, thematic round tables with the involvement of the business community, civil society representatives, and the media.</li> <li>6. Organization of high-quality counselling and services to SMEs and individual citizens (including women and internally displaced persons) regarding market conditions for entrepreneurship to reduce the degree of market uncertainty and management risks.</li> <li>7. Establishing close ties between the researchers and the representatives of the real sector of the economy.</li> <li>8. Regular collection and dissemination of information about grant programs and projects supporting the development of SMEs in Ukraine.</li> <li>9. Assistance in project development, project evaluation and advisory assistance in project management of research projects.</li> <li>10. Development and implementation of regular measures to promote entrepreneurial initiative among the general population, including senior high school students.</li> </ol>
<b>A.2.3. Development of corporate social responsibility programs among businesses</b>	<ol style="list-style-type: none"> <li>1. Conducting educational campaigns among SME representatives on the implementation of the principles of corporate social responsibility at their enterprises.</li> <li>2. Creation of a center for socially responsible companies of the city.</li> <li>3. Organization of educational and training events based on practice of introducing social responsibility of business and preparing and implementing joint social projects for the city.</li> </ol>
<b>A.2.4. Development of women in business</b>	<ol style="list-style-type: none"> <li>1. Creation of specialized courses for women entrepreneurs to provide them with advisory, educational and information services.</li> <li>2. Conducting roundtables and meetings with women who are registered with the Municipal Employment center and helping to start their own business.</li> </ol>

## Strategic objective A.3. Investment attraction

Operational objective	Operational task / scope of project implementation
<b>A.3.1. Introduction of a comprehensive system of investor attraction and support</b>	<ol style="list-style-type: none"> <li>1. Creating a "bank" of investment proposals.</li> <li>2. Conducting an assessment of the investment attractiveness of the city's investment sites.</li> <li>3. Creation of a map of investment sites and preparation for integration into a single geographic information system (GIS) of the city.</li> <li>4. Preparation of various marketing materials about the investment potential of the city for all interested parties.</li> </ol>
<b>A.3.2. Attracting investment into the development of priority areas of economy</b>	<ol style="list-style-type: none"> <li>1. Development of a special promotional campaign to promote the priority sectors of the city's economy and investment opportunities.</li> <li>2. Development of a database of commercial space, sites (greenfields/brownfields), where the enterprises of priority sectors of the economy can be located. Integration of information into a single geo-information system (GIS) of the city.</li> <li>3. Development of criteria for the selection of potential investors for the development of sites reserved for the enterprises of priority sectors of economy. Ensuring transparency of the process of selection of potential investors.</li> <li>4. Cooperation with rating agencies regarding the annual update of the level of investment attractiveness and credit rating of the city.</li> <li>5. Development of an annual investment certificate of the city.</li> <li>6. Attraction of investments in the post-privatization development of PJSC Ivano-Frankivsk Locomotive Repair Plant.</li> </ol>



## Strategic objective A.4. Development of priority areas of the municipal economy

Operational objective	Operational task / scope of project implementation
<b>A.4.1. Introduction of environmental standards for doing business, and support to "green" business</b>	<ol style="list-style-type: none"> <li>1. Construction of the "Energy Academy" on the basis of "passive" architecture, which will become a place for students from schools and other educational institutions of Ivano-Frankivsk. It will aim at cultural development, attracting tourists and serve as an example of national scale in the field of building energy-efficient public institutions.</li> <li>2. Development and implementation of a program for reducing the environmental pollution of the city by enterprises operating in its territory.</li> <li>3. Develop a program to abolish the use of polyethylene bags in the city's shopping malls.</li> <li>4. Conducting training for the SME representatives on doing green business, energy management, alternative energy and balanced consumption and production patterns.</li> </ol>
<b>A.4.2. Support to business cluster development</b>	<ol style="list-style-type: none"> <li>1. Conducting analysis and identifying potential spheres for the development of cluster associations.</li> <li>2. Creating a Cluster Development Centre.</li> <li>3. Conducting training seminars and round tables with the participation of experts.</li> <li>4. Evaluation of the effectiveness of learning outcomes; synthesis of potential problems that may arise during the formation of cluster associations and the identification of mechanisms for their solution.</li> </ol>

## Strategic objective A.5. Tourism development

Operational objective	Operational task / scope of project implementation
<b>A.5.1. Створення нових якісних туристичних продуктів</b>	<ol style="list-style-type: none"> <li>1. Organization of festivals, exhibitions, cultural and artistic events.</li> <li>2. Development of new tourist routes: pedestrian, cycling routes.</li> <li>3. Creation and distribution of tourism advertising and souvenir products using tourist symbols, branding of the city.</li> <li>4. Creating a mobile application that will maximize the effectiveness of communication between the tourist and the city he/she visits.</li> <li>5. Creation of the House of Folk Arts in the city.</li> <li>6. Creation of a tourist and cultural artistic center on the territory of the Pototskyi Palace.</li> <li>7. Holding the "Best city tour" contest</li> </ol>
<b>A.5.2. Conducting archaeological excavations of the subterranean part of the city and creating museum sites</b>	<ol style="list-style-type: none"> <li>1. Development and approval of the plan for the excavation of the underground part of the ancient Stanislavov and the creation of a permanent ("open air") exhibition, which will show the results of excavations and recovered artifacts.</li> <li>2. Repair and restoration works with the adaptation of the premises of the Municipal Hall building (Halytska St) for the museum and other needs.</li> </ol>
<b>A.5.3. Active cooperation between government and tourism alliance</b>	<ol style="list-style-type: none"> <li>1. Support of the activity of the city tourism and investment center.</li> <li>2. Development of marketing Strategy for the city.</li> <li>3. Development of Ivano-Frankivsk brand.</li> </ol>

Action Plan to achieve the objectives under strategic development area A.  
The city of investment support and business development

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>Strategic objective A.1. Business infrastructure development</b>			
<b>A.1.1. Development of industry and business associations, and business support organizations</b>	Institute of Economics and Management, IFOGU, Business Development Centre "Business Incubator", «Ivano-Frankivsk IT Cluster» NGO, City Council, «Precarpathian University» Research Park of Stefani Precarpathian National University	Municipal budget, Resource base of project participants	Uniform consulting services for SMEs are systematized and presented to the market. The practice of providing IT cluster members with the status of the «Consulting Services System» organization is introduced. Created an incubator for startups. Startup contests conducted on the basis of a research park, as platforms for realization of innovations, establishment of investor-startup relations; improvement of investment attractiveness of the city.
<b>A.1.2. Creating conditions for research and techno-parks</b>	Vasyl Stefanyk Precarpathian National University	Municipal, regional budgets, sponsors, patrons, donors	A modern research, production, and training center on microclonal plant reproduction was created. The database of research developments on resource saving, energy efficiency, renewable energy sources, waste processing, and landscaping has been formed. Mechanisms for commercialization of research developments have been created.
<b>Strategic objective A.2. SME development</b>			
<b>A.2.1. Introduction of financial support mechanisms for SME development</b>	Department of Economic and Integration-based Development of the Executive Committee, Authorized Banking Institutions, Standing Deputy Committee on Entrepreneurship and Regulatory Activities	Municipal budget, credit funds	The mechanisms of stimulation of innovative activity of SMEs are formed. Conditions for successful development of SMEs and their level of competitiveness have been created.
<b>A.2.2. Development and support to the work of information and advisory platform for SMEs</b>	Investment Policy Directorate of the Executive Committee, «Teple Misto» organization «Ivano-Frankivsk Oblast center for Leadership and Management Studies» NGO, Department of Marketing and Controlling of the Institute of Economics and Management of IFOGU	International technical assistance, municipal budget, funds from businesses	Revitalization of the brown-field at the «Prompylad» plant was completed. Qualified counseling and service provision to SMEs and citizens (including women, IDPs) have been provided regarding the conditions of doing business to reduce the degree of market uncertainty and management risks.
<b>A.2.3. Development of corporate social responsibility programs among businesses</b>	Center of socially responsible companies of the city,	Municipal budget, international technical assistance, funds from businesses	The Center for Corporate Social Responsibility of Ivano-Frankivsk was created.



Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>A.2.4. Development of women in business</b>	The Municipal Center of socially responsible companies	Municipal budget, International technical assistance	Financial independence of women has been increased; a system of stimulating the realization of their potential, the growth of the number of entrepreneurs has been created.
<b>Strategic objective A.3. Investment attraction</b>			
<b>A.3.1. Introduction of a comprehensive system of investor attraction and support</b>	Department of Economics of Ivano-Frankivsk National Technical University of Oil and Gas, Investment Policy Directorate of the Executive Committee, Standing Committee of the City Council on Entrepreneurship and Regulatory Activities	Municipal budget, funds of business entities	Created a «map of investment sites» of the city - an instrument for improving the city's investment climate. The presentation of materials about the city's investment opportunities was prepared. An effective system of investment support is created.
<b>A.3.2. Attracting investment into the development of priority areas of economy</b>	Directorates for Investment Policy, and Economic and Integration Development of the city's Executive Committee	Municipal budget, funds of international technical assistance	Developed a database of commercial space, sites (greenfields/brownfields), where the enterprises of priority sectors of the economy can be located. Integrated the information into a single geo-information system (GIS) of the city. Developed criteria for the selection of potential investors for the development of sites reserved for the enterprises of priority sectors of economy. Ensured transparency of the process of selection of potential investors. Attracted investments in the post-privatization development of PJSC Ivano-Frankivsk
<b>Strategic objective A.4. Development of priority areas of the municipal economy</b>			
<b>A.4.1. Introduction of environmental standards for doing business, and support to "green" business</b>	Ivano-Frankivsk National Technical University of Oil and Gas, «The Bureau for development, innovations and technology» NGO, «Ivano-Frankivskteplokomunenergo» utility enterprise, Economic and Integration Development Directorate of the city's Executive Committee	Municipal budget, international donors, own funds of enterprises operating on the basis of public-private partnership	The Energy Academy was built on the basis of the «passive» construction technology. Created a Coworking Centre for all schools in the city to provide training in natural sciences using interactive technology. The pollution of the environment by the city enterprises has been reduced. Improved environmental conditions of the city reduced negative impact of pollutants on public health, improved quality of life and tourist attractiveness of the city. Increased awareness of SME representatives on the issues of «green» business, and alternative energy.

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>A.4.2. Support to business cluster development</b>	Investment Policy Directorate of the city's executive committee, «Ivano-Frankivsk IT Cluster» NGO, Stefanyk National University «Precarpathian National University», "Precarpathian Eco-energy Cluster" Community Association	Municipal budget, own funds of enterprises, international technical assistance funds	Conditions for the development of existing and new business clusters in the city were created. The interaction of business, government, research and educational institutions within the framework of functioning of business clusters has been established.
<b>Strategic objective A.5. Tourism development</b>			
<b>A.5.1. Creation of new high-quality tourism products</b>	Economic and Integration Development Directorate, Investment Policy Directorate, Department for Urban Planning, Architecture and Cultural Heritage of the city's Executive Committee, Stefanyk National University «Precarpathian National University», «New technology Academy» NGO	Municipal budget, own funds of enterprises, funds from international financial donors	New high-quality tourist routes created. The problem of the insufficient number of sites of tourism and promotional, educational and information infrastructure in the city has been resolved.
<b>A.5.2. Conducting archaeological excavations of the subterranean part of the city and creating museum sites</b>	Department for Urban Planning, Architecture and Cultural Heritage, Investment Policy Directorate of the city's Executive Committee	Municipal budget, funds of international financial donors	Opportunities to explore the history of the city in more detail and to preserve historical monuments. New tourist products, including museum sites are created and more tourists are attracted.
<b>A.5.3. Active cooperation between government and tourism alliance</b>	Economic and Integration Development Directorate of the city's Executive Committee, PLEDDG experts	Municipal budget, funds of international financial donors	A platform for cooperation between government and business has been created. Ivano-Frankivsk Marketing Strategy and the municipal brand have been developed.



4.2. Strategic area B. The city of comfortable living, energy-efficient and environmentally friendly infrastructure

To ensure the wellbeing of the population, its comprehensive development, it is necessary to create proper living conditions. The development of infrastructure in Ukrainian cities, in particular in Ivano-Frankivsk, is not fully matching current challenges and requires immediate reform. It is important that measures for the construction or restoration of infrastructure include a number of measures for the introduction of energy efficient technology, which in turn will provide significant reduction of energy costs for the municipal budget and will also contribute to environmental protection.

Strategic issues

- ✓ The need for approval of the actual city-planning documentation and other documents regulating spatial development.
- ✓ Satisfactory condition of transport infrastructure.
- ✓ Significant energy intensity of enterprises.
- ✓ Energy management in the city needs to be improved and utility enterprises need to be involved in the municipal system of energy monitoring.
- ✓ The need to accelerate implementation of energy efficiency measures in the budget sphere and in the industry of the city.
- ✓ Satisfactory condition of municipal infrastructure facilities.
- ✓ Insufficient number of recreational sites for the local residents, including for people with disabilities.
- ✓ Insufficient sports infrastructure.



Strategic area B. The city of comfortable living, energy-efficient and environmentally friendly infrastructure



The scheme of strategic and operational objectives under Development Area B. A city of comfortable living, energy-efficient and environmentally friendly infrastructure



## Strategic objective B.1. Spatial development and visual attractiveness of the city

Operational objectives	Operational task / scope of project implementation
<b>B.1.1. Preservation and development of green and recreational areas</b>	<ol style="list-style-type: none"> <li>1. Construction, reconstruction, arrangement of parks, squares.</li> <li>2. Arrangement of lawns, flower beds, etc.</li> <li>3. Preservation and development of man-made reservoirs (lakes) on the territory of the city.</li> <li>4. Arrangement of beaches.</li> <li>5. Preservation of existing green spaces.</li> <li>6. Creating green spaces in the city.</li> </ol>
<b>B.1.2. Transparent modification of town-planning documentation and work on the rules of development of the central part of the city</b>	<ol style="list-style-type: none"> <li>1. Conducting a transparent modification and approval of the city's zoning plan with wide public involvement.</li> <li>2. Development and implementation of the rules of development of the central part of the city.</li> <li>3. Foresee construction of underground container sites, when providing input data, including urban planning conditions and restrictions for designing new buildings (apartment buildings) starting from 2019.</li> <li>4. Creation of a system for conducting open public consultations on the development of urban planning documentation.</li> <li>5. Zoning of the city with the possibility of relocation of environmentally hazardous industrial sites to designated industrial zones.</li> </ol>
<b>B.1.3. Implementation of modern concept of outdoor advertising in the city</b>	<ol style="list-style-type: none"> <li>1. Implementation of new rules for outdoor advertising in the city.</li> <li>2. Creation of a permanent online platform with a list of all advertising sites in the city, while simultaneously marking them on a city map. Integration of this platform into a single geo-information system of the city.</li> </ol>
<b>B.1.4. Restoration, rehabilitation and illumination of architectural monuments</b>	<ol style="list-style-type: none"> <li>1. Realization of the program of reconstruction of architectural monuments.</li> <li>2. Restoration of old metal and wooden doors of architectural monuments.</li> <li>3. Installation of illumination systems for architectural monuments operating at night.</li> </ol>

## Strategic objective B.2. Increasing energy efficiency and introducing alternative energy sources

Operational objectives	Operational task / scope of project implementation
<b>B.2.1. Енергоаудит та моніторинг комунальних об'єктів в місті</b>	<ol style="list-style-type: none"> <li>1. Carrying out of a comprehensive energy audit of municipally owned buildings (education, health care, culture).</li> <li>2. Carrying out of a comprehensive energy audit of houses in the residential sector.</li> <li>3. Development and implementation of an educational campaign to reduce energy consumption in the city.</li> <li>4. Implementation of the municipal energy management system in all municipal institutions.</li> <li>5. Installation of meters for consumed energy in the residential sector and municipal institutions.</li> </ol>

Operational objectives	Operational task / scope of project implementation
<b>B.2.2. Implementation of a comprehensive program on the use of energy-saving technologies and alternative energy sources</b>	<ol style="list-style-type: none"> <li>1. Integrated thermal modernization of municipal institutions with the use of the newest sustainable environmental insulation technology.</li> <li>2. Development and implementation of a program to compensate citizens for the implementation of energy saving measures.</li> <li>3. Conduct a comprehensive assessment of the city's wind and solar energy potential and develop a concept for switching to alternative types of energy.</li> <li>4. Reconstruction of hot water supply network with the installation of 12 auroTHERM solar collectors at the Sports School for children and youth No. 2 in Ivano-Frankivsk.</li> <li>5. Carry out a major overhaul of the heating system in the educational institutions of the city (secondary schools No. 3 and No. 4).</li> <li>6. Promoting the launch of industrial production of solar panels as sources of alternative electricity in the city.</li> <li>7. Installation of solar panels in the gyms of the "Municipal Physical Culture and Health center" enterprise.</li> <li>8. Making the building of Stefanyk National Precarpathian University energy-independent and energy-efficient.</li> <li>9. Development of investment proposals for the construction of wind and solar power stations.</li> </ol>
<b>B.2.3. Expand the number of public electric transport</b>	<ol style="list-style-type: none"> <li>1. Construction of trolleybus routes.</li> <li>2. Renewal of rolling stock and modernization of trolleybus depot of "Elektroavtotrans" municipal enterprise.</li> <li>3. Purchase of new low-floor buses operating on electric motors.</li> <li>4. Introduction of automated fare payment system.</li> </ol>
<b>B.2.4. Development of a network of free recharging stations for electric vehicles</b>	<ol style="list-style-type: none"> <li>1. Determination of the minimum required number of electric recharging stations and development of a plan for their location.</li> <li>2. Implementation of the project for the development of a network of free recharging stations for electric vehicles.</li> <li>3. Carrying out an educational campaign among the residents regarding the transition to electric vehicles.</li> </ol>

## Strategic objective B.3. Modernization of municipal infrastructure

Operational objectives	Operational task / scope of project implementation
<b>B.3.1. Modernization of municipal infrastructure facilities, housing stock, adjacent territories</b>	<ol style="list-style-type: none"> <li>1. Modernization of housing and adjacent territories on terms of co-financing.</li> <li>2. Modernization of the external lighting system.</li> <li>3. Road repair.</li> <li>4. Assistance in development of HOAs in apartment buildings.</li> </ol>
<b>B.3.2. Reconstruction of water supply and sewage networks, municipal wastewater treatment plants</b>	<ol style="list-style-type: none"> <li>1. Reconstruction of water supply networks and construction of special facilities.</li> <li>2. Installation of special equipment for sludge treatment.</li> <li>3. Expansion and reconstruction of municipal wastewater treatment plants.</li> <li>4. Reconstruction of old and construction of new sewer collectors and networks</li> </ol>
<b>B.3.3. Reconstruction of boiler houses in the city</b>	<ol style="list-style-type: none"> <li>1. Replacement of obsolete equipment at boiler houses of municipal enterprises.</li> <li>2. Switching to alternative sources of energy.</li> <li>3. Installation of individual thermal stations.</li> <li>4. Replacement of heating networks.</li> </ol>



Operational objectives	Operational task / scope of project implementation
<b>B.3.4. Modernization of solid waste management system in the city</b>	<ol style="list-style-type: none"> <li>1. Arrangement of underground container areas on the territory of the city.</li> <li>2. Organization of a separate collection of solid waste.</li> <li>3. Arrangement of access roads to container areas.</li> <li>4. Construction of a waste recycling plant.</li> <li>5. Development of a landfill for solid waste.</li> <li>6. Reclamation of filled space at the landfill for household waste storage.</li> <li>7. Realization of the "Maximum knowledge - minimum pollution" art project</li> <li>8. Development of environmentally friendly technology and devices for separating and recycling paper-waste containing polymers.</li> </ol>
<b>B.3.5. Ensuring accessibility of the city for the less-mobile population groups</b>	<ol style="list-style-type: none"> <li>1. Arrangement of ramps in all social infrastructure facilities and residential buildings.</li> <li>2. Arrangements for public restrooms adapted to the needs of persons with disabilities.</li> <li>3. Install traffic lights with sound signals for visually impaired.</li> </ol>

#### Strategic objective B.4. Development of infrastructure for leisure and recreation

Operational objectives	Operational task / scope of project implementation
<b>B.4.1. Creation of children's clubs developing different skills (taking into account the needs and interests of both boys and girls)</b>	<ol style="list-style-type: none"> <li>1. Monitoring the needs of consumers regarding the operation of the children's clubs for developing various skills.</li> <li>2. Development of research and methodological foundations and substantiation of methods to discover academic, artistic, aesthetic, production, physical, spiritual and other kinds of talent among children and youth, in particular among the children with adaptation issues.</li> <li>3. Engaging teachers, creative instructors of the city, students, and parents in the process of comprehensive child development.</li> <li>4. Introduction of additional clubs for children during the summer break.</li> </ol>
<b>B.4.2. Construction of modern sports facilities in the city council's territory</b>	<ol style="list-style-type: none"> <li>1. Construction of a swimming pool in a fitness and recreation complex (FRC).</li> <li>2. Construction of a sports ground for team sports in the area of 3B Symonenko – 202V Vovchynetska streets.</li> <li>3. Carrying out works for further reconstruction of the municipal central stadium "Rukh" (overhaul of bleachers and the space below bleachers, improvement of the territory of the stadium).</li> <li>4. Construction of the Sports Palace.</li> <li>5. Arranging a football pitch and sports and playgrounds in the area of Konovaltsa and Father Blavatsky streets (Opryshivtsi neighborhood).</li> <li>6. Arrangement of recreational routes along the embankments of the Bystrytsia Solotvynska and Bystrytsia Nadvirnianska rivers.</li> </ol>
<b>B.4.3. Creation of modern public spaces in the city</b>	<ol style="list-style-type: none"> <li>1. Creation of leisure and recreational infrastructure near city lakes.</li> <li>2. Reconstruction of hydro facilities of municipal lakes and water treatment against algae.</li> <li>3. Development of recreation areas in the city's neighborhoods with the simultaneous arrangement of modern lawns, fountains, bicycle lanes, sites for contemporary art and WI-FI zones.</li> <li>4. Repairs of pedestrian zones with the arrangement of beautification elements.</li> <li>5. Creating a public space as a key element of library modernization.</li> </ol>

#### Strategic objective B.5. Development of municipal transport infrastructure

Operational objectives	Operational task / scope of project implementation
<b>B.5.1. Introduction of the modern integrated transport system of the city</b>	<ol style="list-style-type: none"> <li>1. Development and implementation of the concept of traffic control in the city (with possible partial restriction of the traffic in the central part of the city), which will meet the needs of both drivers and pedestrians.</li> <li>2. Carrying out construction works to create transport infrastructure that will divert traffic from the central part of the city.</li> <li>3. Installation of video surveillance systems at junctions and automated traffic control systems in the city.</li> </ol>
<b>B.5.2. Development of bicycle infrastructure</b>	<ol style="list-style-type: none"> <li>1. Construction of a network of bicycle routes with the arrangement of bicycle infrastructure.</li> <li>2. Promotion of businesses providing bicycle rental services.</li> <li>3. Development of a network of bicycle parking with video surveillance.</li> </ol>
<b>B.5.3. Construction of a bridge across the Bystrytsia and Solotvynska rivers and junction in the area of the Khimikiv and Nadrichna streets</b>	<ol style="list-style-type: none"> <li>1. Implementation of the 1st stage of construction project "Construction of a traffic junction on Nadrichna Street".</li> <li>2. Implementation of the 2nd stage of construction project "Construction of Khimikiv street, in the area between school No. 24 and Bystrytsia Solotvynska River".</li> <li>3. Implementation of the 3rd stage of construction project "Construction of a bridge across the Bystrytsia Solotvynska River near Khimikiv and Nadrichna streets".</li> </ol>
<b>B.5.4. Eradicating incidents with casualties in the streets of the city by creating a modern road infrastructure</b>	<ol style="list-style-type: none"> <li>1. Arrangement of safety zones on pedestrian crossings.</li> <li>2. Arrangement of small roundabouts at crossroads.</li> <li>3. Construction of anti-sidelines.</li> <li>4. Making "smart" signage on the roads of the city.</li> <li>5. Construction of raised pedestrian crossings.</li> <li>6. Traffic light upgrades.</li> </ol>
<b>B.5.5. Construction of municipal parking lots</b>	<ol style="list-style-type: none"> <li>1. Development of an electronic map of parking lots in the city; its integration into a single geo-information system of the city.</li> <li>2. Creating a real time mobile application with a list of parking lots in the city, available parking spaces, and a tool to pay for parking services.</li> </ol>

#### Action Plan to achieve objectives under strategic development area B. A city of comfortable living, energy-efficient and environmentally friendly infrastructure

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>Strategic objective B.1. Spatial development and visual attractiveness of the city</b>			
<b>B.1.1. Preservation and development of green and recreational areas</b>	Directorate of Housing, Communal Policy and Municipal Improvement of the city's Executive Committee, «Municipal Development and Recreation center» municipal enterprise	Municipal budget, international technical assistance	Improved leisure facilities and encouraged residents to lead a healthy lifestyle; created conditions for cultural life of residents and visitors in the city. Preserved, restored reservoirs (lakes), and created new recreation areas.



Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>B.1.2. Transparent modification of town-planning documentation and work on the rules of development of the central part of the city</b>	Department of Urban Planning, Architecture and Protection of Cultural Heritage of the city's Executive Committee	Municipal budget	Approved the zoning plan (modified) in due course, which will become a binding document for all organizations and institutions that perform construction works on the territory of the city, as well use land within the zoning boundaries of the city.
<b>B.1.3. Implementation of modern concept of outdoor advertising in the city</b>	Department of Urban Planning, Architecture and Protection of Cultural Heritage, Directorate of Housing, Communal Policy and Municipal Improvement of the city's Executive Committee	Municipal budget, funds of businesses	Developed the concept of the city's external appearance that meets modern design requirements, ergonomics, urban planning, aesthetics of municipal space, taking into account city-planning conditions, socio-political and socio-psychological factors, local historical and cultural traditions, where advertising, the system of visual information and the environment are combined in a single harmonious ensemble.
<b>B.1.4. Restoration, rehabilitation and illumination of architectural monuments</b>	Department of Urban Planning, Architecture and Protection of Cultural Heritage, Directorate of Housing, Communal Policy and Municipal Improvement of the city's Executive Committee, Oil and Gas University, Stefanyk National University, «Sviato Kovaliv» NGO	Municipal budget, international donors	Preserved the local architectural heritage by way of reconstruction. Restored the unique look of the old metal and wooden doors - architectural monuments. Installed lighting of facades of architectural monuments with the use of RGB facade illumination.
<b>Strategic objective B.2. Increasing energy efficiency and introducing alternative energy sources</b>			
<b>B.2.1. Energy audit and monitoring of municipal facilities in the city</b>	Municipal institutions, municipal enterprises, Directorate for Economic and Integration Development of the city's Executive Committee	Municipal budget	Conducted comprehensive energy audit of municipally owned buildings (education, health care, culture). A system of municipal energy management has been introduced in all municipal institutions of the city.

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>B.2.2. Implementation of a comprehensive program on the use of energy-saving technologies and alternative energy sources</b>	Directorate of Construction, Directorate of Housing, Municipal Policy and Improvement, Directorate of Education and Science, Directorate of Youth Policy and Sport of the city's Executive Committee, «Municipal Physical Culture and Wellness center» municipal enterprise, Stefanyk National Precarpathian University	Municipal budget, NEFCO credit facilities, assistance from ESP fund, grant funds, other sources of funding	The overall economic effect after the implementation of measures of the first stage of the energy efficiency improvement of the municipal facilities will be EUR 137 800 during year one. In the future, an increase in annual savings is expected. The reconstruction of hot water supply with the installation of 12 auroTHERM solar panels in the Youth Sports School No. 2 was carried out. Heating based on electric energy storage technology was introduced for school No. 6 (reduced energy costs by 2). An alternative power supply was installed in the gym of the «Municipal Physical Culture and Health center» Enterprise. Completed modernization of the building of Stefanyk National Precarpathian University and installed a solar power station for independent power supply of the building. The industrial production of solar panels was launched. An effective mechanism of financial support to HOAs for the implementation of energy saving measures has been received.
<b>B.2.3. Expand the number of public electric transport</b>	Directorate of Housing, Communal Policy and Municipal Improvement of the city's Executive Committee, «Elektroavtotrans» municipal enterprise	Municipal budget, loans from the EBRD and the EIB	19.9 km of one and two-way trolleybus routes constructed. The rolling stock of trolley buses has been updated, and a twofold increase in the number of electric vehicles (80 units) secured. 80 trolleybus drivers were trained. 3 new power substations were built. Modernized the depot and repair facilities. An automated fare payment system has been introduced.



Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>B.2.4. Development of a network of free recharging stations for electric vehicles</b>	Directorate of Investment Policy of the city's Executive Committee, «Teple Misto» company	International technical assistance, municipal budget	Installed 5 recharging stations for electric vehicles near tourist sites and parking lots in the center of the city. Trainings have been held for the exchange of experience in the area of transport and transport policy.
<b>Strategic objective B.3. Modernization of municipal infrastructure</b>			
<b>B.3.1. Modernization of municipal infrastructure facilities, housing stock, adjacent territories</b>	Directorate of Housing, Communal Policy and Municipal Improvement of the city's Executive Committee, owners of housing	Municipal budget, funds of housing owners	Improved quality and safety of living for local residents. The emotional state of the local residents has been improved. Reduced energy consumption in buildings. Improved quality of municipal roads. Reduced the number of traffic accidents. Municipal lighting system has been modernized.
<b>B.3.2. Reconstruction of water supply and sewage networks, municipal waste water treatment plants</b>	"Ivano-Frankivskvodoekoteprom" ME, Directorate of Construction of the city's executive committee, Hryplyn village council	Oblast city, rural budgets, funds of international donors, State Fund for Regional Development, Funds of the Environmental Protection Fund	Economic effect: 50% reduction of electricity consumption; the need for external commercial natural gas has been reduced by 100%; accident-free operation of treatment facilities; reduced tax liability for environmental pollution; use of dehydrated sediment as fertilizer. Environmental effect: 50-fold decrease in the amount of formed sediment; 80% reduction of methane emissions; technical parameters of treated sewage have been improved; improved purity indicators of water in the Bystrytsia and Dniester rivers; the sites of accumulated mud have been cleared; unpleasant odor has been eliminated. A Ø160-800 mm thick and 4 386 m long sewage collector was built in Avtolyvmashivska Street in Hryplin village ending at the start of the city network on Yunosti-Presmmashivska Street and underground sewage pumping station with the capacity of 72m <sup>3</sup> /hour.

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>B.3.3. Reconstruction of boiler houses in the city</b>	«Ivano-Frankivskteplocomunenergo» State Enterprise	Municipal budget, EBRD loans, Sida grant	Completed transition from four-pipe system of heat supply to two-pipe. Reduced heat losses. Reduced costs for repair of heating networks and boiler equipment. Improved service quality for consumers.
<b>B.3.4. Modernization of solid waste management system in the city</b>	Communal Policy and Municipal Improvement of the city's Executive Committee, Stefanyk National University, Ivano-Frankivsk Regional Universal Research Library	Budget funds (city, regional, state budgets), foreign and domestic investors	Reduced harmful effects on the environment and human health. Waste sorting facility installed on the landfill site. Arrangement of underground container areas and introducing eco-containers in the city. Received additional products from valuable resource components. Introduced new environmentally friendly, resource-saving technology in the field of solid waste management, including solid paper waste processing. Improved quality of service in the field of solid waste management. Solid waste treatment became a sustainable sector of the municipal economy. Attracted creative and enterprising people to the art of recycling materials (creation of creative and unique artistic products from waste).
<b>B.3.5. Ensuring accessibility of the city for the less-mobile population groups</b>	Directorate of Housing, Communal Policy and Municipal Improvement of the city's Executive Committee, companies, institutions, organizations	Municipal budget, other sources of funding	Ensured accessibility to social and municipal infrastructure for people with limited mobility and persons with disabilities.



Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>Strategic objective B.4. Development of leisure and recreation infrastructure</b>			
<b>B.4.1. Creation of children's clubs developing different skills (taking into account the needs and interests of both boys and girls)</b>	Directorate of Education and Science of city's executive committee, research and methodology center "University of Gifted Child" at Stefanyk National University	Municipal budget, funds of businesses, funds of Stefanyk National University, grant funds	Created favorable environment in the city for children of different age groups to implement the concept of «Ivano-Frankivsk is a city for the realization of children's dreams/ talent».
<b>B.4.2. Construction of modern sports facilities in the city council's territory</b>	Directorate of Construction, Department of Youth Policy and Sports of the city's executive committee.	Municipal budget	Increased number of children, young people, as well as people with disabilities who are engaged in physical education and sports as a result of construction and opening of new modern sports facilities: a swimming pool; sports grounds for team sports in the area of 3V Symonenko – 202V Vovchynetska streets; the Sports Palace; sports and playgrounds in the area of Konovaltsa and Father Blavatsky streets (Opryshivtsi neighborhood). Completed reconstruction of the central municipal stadium «Rukh». Set up recreational routes on the embankments.
<b>B.4.3. Creation of modern public spaces in the city</b>	Directorate of Housing, Communal Policy and Municipal Improvement, Directorate of Investment Policy of the city's Executive Committee, «Development and Recreation center» ME, Ivano-Frankivsk municipal centralized library system	State, regional, city budgets, funds of international technical assistance	Improvement of municipal lakes was carried out. Reconstruction of hydro facilities at municipal lakes and water purification from algae has been carried out. Improved environmental condition of the city. Improved tourist attractiveness of the city. Created modern public spaces for recreation in the city's neighborhoods, which will meet the interests of people of all ages. Public spaces were created as a key element of modernization of libraries.

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>Strategic objective B.5. Development of transport infrastructure of the city</b>			
<b>B.5.1. Introduction of a modern integrated transport system of the city</b>	Directorate of Construction of the city's executive committee	State Fund for Regional Development, local budget	Optimization of traffic flows (reduction of street traffic congestion). Diverting traffic from the central part of the city. Improve the image of the city. Improved access to social sites in selected streets.
<b>B.5.2. Development of bicycle infrastructure</b>	Directorate of Housing, Communal Policy and Municipal Improvement of the city's Executive Committee, Stefanyk National University, "Teple Misto» NGO	Local budget	Bicycle tracks and bicycle lanes were arranged on the main streets of the city connecting them with the central part of the city and the residential areas. Introduced a network of modern bike parking lots with video surveillance.
<b>B.5.3. Construction of a bridge across the Bystrytsia and Solotvynska rivers and junction in the area of the Khimikiv and Nadrachna streets</b>	Directorate of Construction of the city's executive committee	Municipal budget, sponsorship by construction companies, Arsen Shopping center, Epicentre Shopping center	Transport and operational condition of Galytska Street has been improved, which has increased the reliability of transportation, optimized transport flows (reduced traffic congestion), as well as connected residential area of the city with its central part.
<b>B.5.4. Eradicating incidents with casualties in the streets of the city by creating a modern road infrastructure</b>	Directorate of Housing, Communal Policy and Municipal Improvement of the city's Executive Committee	Municipal budget	Improved convenience, safety and comfort of city traffic for less-mobile groups of the population, people with disabilities, school children, people with strollers, cyclists and reduced speed limit by installing raised pedestrian crossings, applying «smart» signage on municipal roads, building anti-side lanes, roundabouts at crossroads. Replacing old traffic lights with modern ones. Conditions have been created to achieve the goal of zero casualties in road accidents.
<b>B.5.5. Construction of municipal parking lots</b>	Department of Urban Planning, Architecture and Cultural Heritage of city's executive committee	Municipal budget	Solved the problem of parking, especially in the central part of the city.

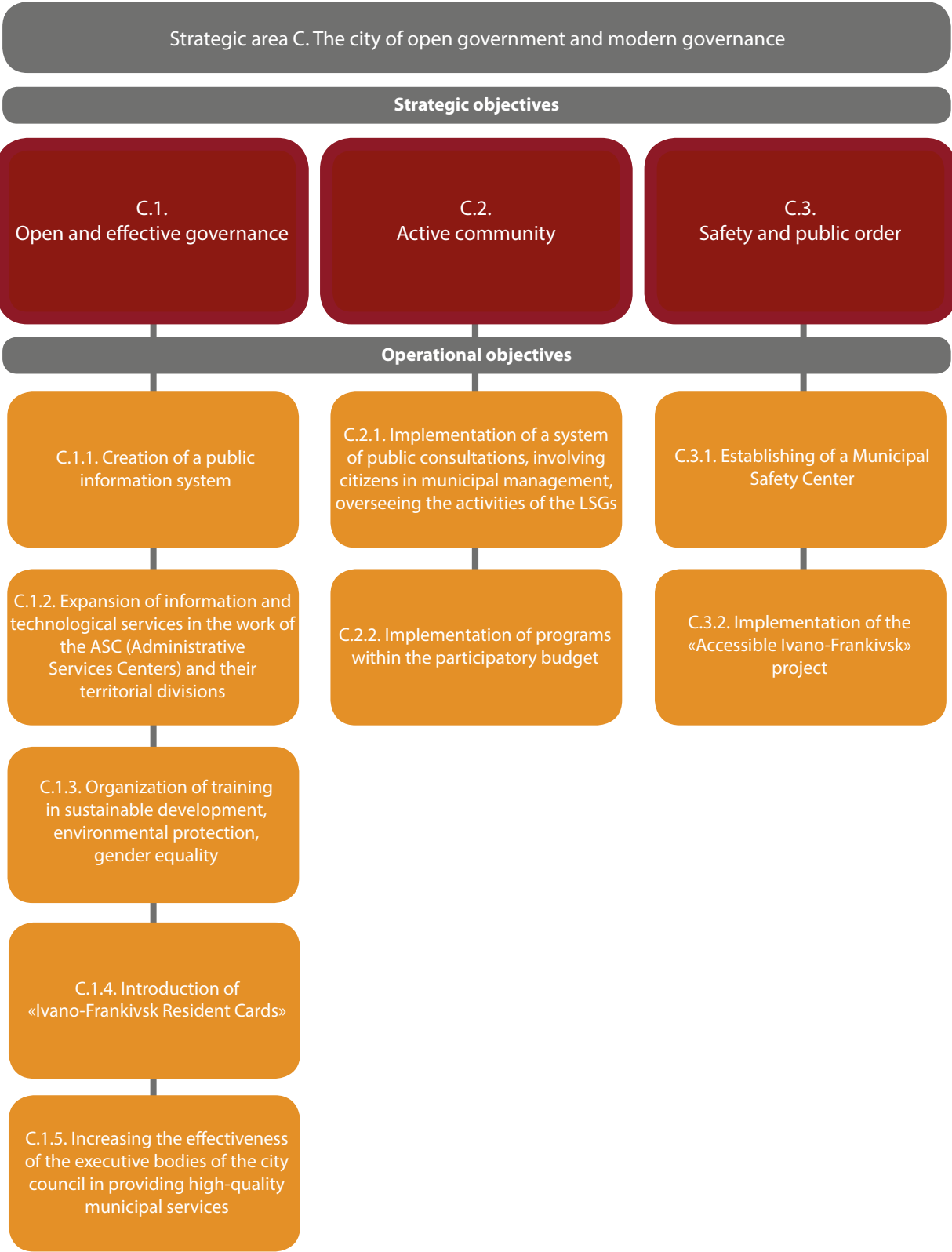


4.3. Strategic area C.  
A city of open government and modern governance

The problems of managing the functioning and development of a modern city remain relevant throughout the history of the formation of local self-government in Ukraine. Current development requires the authorities and local self-government dynamically adapt management principles to the requirements of the present, and to constant growth in demands from clients – the local residents. Otherwise, people will choose to permanently reside in those cities or territories where local government is as open as possible, and determined to provide quality services to its residents, and can guarantee high standards of citizen welfare.

Strategic issues

- ✓ Low-quality communication between local authorities and residents of the city.
- ✓ The need for a set of measures that guarantee an adequate level of resident welfare.
- ✓ Low level of participation of residents in making executive decisions.
- ✓ Insufficient level of employment of smart technologies in city management and provision of services.



The scheme of strategic and operational objectives under development area C.  
The city of open government and modern governance



## Strategic objective C.1. Open and effective governance

Operational objectives	Operational task / scope of project implementation
<b>C.1.1. Creation of a public information system</b>	<ol style="list-style-type: none"> <li>1. Regular information coverage on the official website of the city council (draft decisions, council and executive committee decisions, important information, activity reports, etc.).</li> <li>2. Popularization of the "Accessible Ivano-Frankivsk" system among the residents, which will help inform the authorities about problems in the city.</li> <li>3. Implementation of a system for informing the population about the environmental situation in the city on the website of the city council, as well as through television and radio programs, and articles in newspapers.</li> </ol>
<b>C.1.2. Expansion of information and technological services in the work of the ASC (Administrative Services Centers) and their territorial divisions</b>	<ol style="list-style-type: none"> <li>1. Regular analysis of the quality of the provision of administrative services provided by ASC, development of ASC staff training system.</li> <li>2. Regular updates of the information about the work of ASC on its official website, information about activities of territorial units, a list of administrative services, and information cards.</li> <li>3. Creation of a universal call center in the municipal ASC.</li> <li>4. Introduction of "mobile administrators" in the ASC and its territorial units.</li> <li>5. Introducing "start-SMS" in the work of the ASC and its territorial divisions.</li> </ol>
<b>C.1.3. Organization of training in sustainable development, environmental protection, gender equality</b>	<ol style="list-style-type: none"> <li>1. Conducting seminars, trainings, roundtables for officials and managers of enterprises on sustainable development, environmental protection, and gender equality.</li> <li>2. Organization of internship and experience exchange both in Ukraine and abroad on issues of sustainable development, environmental protection, gender equality.</li> <li>3. Conducting gender analysis in the field of urban development and planning, provision of municipal services.</li> <li>4. Creation of the Equal Opportunity Council, holding meetings, roundtables with the representatives of city authorities, council members on promoting the initiative to involve women and men on equal terms to the processes of urban planning.</li> </ol>
<b>C.1.4. Introduction of «Ivano-Frankivsk Resident Cards»</b>	<ol style="list-style-type: none"> <li>1. Development of the mechanism for the implementation of "Ivano-Frankivsk Resident Cards".</li> <li>2. Development of an automated system for record keeping, data accumulation and use (protection of personal data of the card holders).</li> <li>3. Development of access system for municipal and other institutions of the city, which will use the database of "Ivano-Frankivsk Resident Card" system.</li> </ol>
<b>C.1.5. Increasing the effectiveness of the executive bodies of the city council in providing high-quality municipal services</b>	<ol style="list-style-type: none"> <li>1. Implementation of the requirements of the new version of the SSU standard ISO 9001:2015.</li> <li>2. Implementation of modern standards in the work of executive bodies of the city council.</li> <li>3. Implementation of electronic information technology in the work of executive bodies of the city council.</li> </ol>

## Strategic objective C.2. Proactive community

Operational objectives	Operational task / scope of project implementation
<b>C.2.1. Implementation of a system of public consultation, involving citizens in municipal management, overseeing the activities of the LSGs</b>	<ol style="list-style-type: none"> <li>1. Implementation of a tradition of surveying the opinion of residents.</li> <li>2. Development of the latest methods of involving the public in local development planning processes using the experience of foreign countries.</li> <li>3. Applying innovative approaches for community involvement in local development planning processes.</li> <li>4. Implementation of sociological methods for making executive decisions.</li> <li>5. Conduct public discussions of socially significant problems of municipal development.</li> </ol>
<b>C.2.2. Implementation of programs within the participatory budget</b>	<ol style="list-style-type: none"> <li>1. Implementation of the Municipal Target program "Participatory Budgeting in the city of Ivano-Frankivsk and support for the implementation of public initiatives, in particular environmental.</li> <li>2. Conducting informational events for the representatives of the public with the purpose of expanding their participation in the "Participatory budgeting" program.</li> <li>3. Conduct an open selection process for projects funded at the expense of the "Participatory budgeting" program.</li> <li>4. Implementation of annual reporting on the use of funds for the implementation of projects under the "Participatory budgeting" program.</li> </ol>

## Strategic objective C.3. Safety and public order

Operational objectives	Operational task / scope of project implementation
<b>C.3.1. Establishing of a Municipal Safety Center</b>	<ol style="list-style-type: none"> <li>1. Arranging the work of the Municipal Safety center.</li> <li>2. Creation of a single local municipal network "Safe City".</li> <li>3. Ensuring proper control over the situations and responding to incidents.</li> <li>4. Conducting promotional campaigns to increase the trust of residents in law enforcement agencies.</li> </ol>
<b>C.3.2. Implementation of the «Accessible Ivano-Frankivsk» project</b>	<ol style="list-style-type: none"> <li>1. Implementation of the "Accessible Ivano-Frankivsk" program.</li> <li>2. Organization of the work of the "Social taxi" in the city and provision of transport services to the Ivano-Frankivsk territorial center of social services "Social taxi" (provision of social services).</li> </ol>



**Action Plan to achieve the objectives under strategic development area C.  
A city of open government and modern governance**

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>Strategic objective C.1. Open and effective governance</b>			
<b>C.1.1. Creation of a public information system</b>	Patronage Service of the city's executive committee, PLEDDG Experts	Municipal budget, funds of international technical assistance	The «Affordable City» website has been launched. Implemented the tasks envisaged by the Communication Strategy of Ivano-Frankivsk, including in terms of the environmental situation.
<b>C.1.2. Expansion of information and technological services in the work of the ASC and its territorial divisions</b>	Directorate of Administrative Services of city's executive committee (Administrative Services center)	Municipal budget	A universal call center was established in ASC, providing for: transparency and openness of the LSG activities; efficient use of material and time resources; improving the quality of administrative services; high quality and convenient provision of services.
<b>C.1.3. Organization of training in sustainable development, environmental protection, gender equality</b>	Directorate of Economic and Integration Development of the city's executive committee, «Centre for Municipal and Regional Development - Resource Centre» NGO, AUC and PLEDDG Project Experts	Municipal budget, PLEDDG contribution	Women have the opportunity to strengthen their ability to engage in decision-making on municipal development, planning and urban planning, and the provision of municipal services. An Equal Opportunity Council has been set up to implement initiatives on gender issues.
<b>C.1.4. Introduction of «Ivano-Frankivsk Resident Cards»</b>	Social Policy Department, Directorate of Investment Policy, Directorate of Economic and Integration Development of city's executive committee	Municipal budget	Introduced «Ivano-Frankivsk Resident Cards», which will allow socially disadvantaged residents of the city to receive discounts on staple food, medicines, services, etc.
<b>C.1.5. Increasing the effectiveness of the executive bodies of the city council in providing high-quality municipal services</b>	Patronage Service, Office, Administrative Services (ASC) of city's executive committee	Municipal budget, international technical assistance funds	The new version of the SSU standard ISO 9001:2015 has been introduced. Electronic information technology was introduced in the work of executive bodies of the city council.

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>Strategic objective C.2. Proactive community</b>			
<b>C.2.1. Implementation of a system of public consultations, involving citizens in municipal management, overseeing the activities of the LSGs</b>	Secretariat of the City Council, Marketing and Controlling Department of the Oil and Gas University	Municipal budget	Introduced the practice of opinion survey among the residents of the city. The level of interest of citizens in the issues of planning of local economic development has been raised.
<b>C.2.2. Implementation of programs within the participatory budget</b>	Patronage Service, Office of city's executive committee	Municipal budget	Introduced effective interaction between the executive committee of the city council and the city residents for the implementation of projects (including environmental issues) within the framework of the participatory budget.
<b>Strategic objective C.3. Safety and public order</b>			
<b>C.3.1. Establishing of a Municipal Safety Center</b>	Attracted intranet providers and companies involved in the installation of CCTV cameras	Municipal budget	Round-the-clock operational monitoring of municipal squares, terminals, shopping centers and public places. Two-way emergency video communication between residents and emergency services of the city and the police. Emergency response, keeping video archive, video recording. The level of safety of residents in the city will increase.
<b>C.3.2. Implementation of the «Accessible Ivano-Frankivsk» project</b>	Ivano-Frankivsk territorial center of social services	Municipal budget	Accessibility for people with disabilities using wheelchairs and visually impaired from disability group 1 to enterprises, institutions and organizations of different types of ownership, banking institutions, medical institutions, cultural events held in the city. Resident mobility has been secured in the city, and moral and psychological condition of the residents has been improved.



4.4. Strategic area D.  
A city of quality education, medical care, and diverse cultural environment

Quality of education is a set of indicators that reveal various aspects of the activities of educational institutions: the content of education, forms and methods of training, material and technical base, and staffing. Quality education today means the acquisition of knowledge and skills required in today’s society, which students can apply in practice (in real life). Everyone knows the quality of education affects a person’s future. Education is decisive in whether a person can realize their potential in the future, have the opportunity to receive and apply necessary knowledge and skills.

The modern approach to improving the quality of health care is aimed at improving the availability of health care to patients, improving the efficiency of health facilities in the city, and the application of new, advanced health technology for the examination and treatment of patients. Indicators of the quality of health care and performance (effectiveness) indicators of health facilities are necessary for improving the quality of medical services, creating safe conditions for patients and medical personnel, focused on high standards and quality of the medical and diagnostic process. Indicators are the basis for assessing current practice and serve as a starting point for processes for improving patient care.

Cultural environments exist due to numerous relationships. With a wider and more diverse social structure of the city, the more various cultural organizations operating in it, the more intensive is the development of cultural life. But this correlation is not linear. There is always a part of the population that does not visit cultural institutions. This is precisely the contradiction between the material and human elements of the cultural environment. The cultural life of the city has been characterized by a rapid burst in the emergence of some creative trends in culture. Interest in folk art is being revived. Forgotten and previously prohibited artists have come back to light; various sponsors fund numerous cultural activities. The literary process has gained new quality, and the processes of society transformation have created new topics for reflection.

Strategic issues

- ✓ Insufficient number of pre-school educational institutions (the service covers 85% of children (3-5 year olds)).
- ✓ Insufficient coverage of senior secondary school students with in-depth specialty training (62%).
- ✓ Inconsistency between training opportunities for specialists at the universities and vocational schools and the needs of the municipal economy.
- ✓ Lack of direct influence from the city council on generation of demand for training of specialists in workers’ professions in local vocational schools.
- ✓ Inadequate conditions for the provision of educational services for the elderly.
- ✓ The material and technical base of institutions of education and culture has become outdated.
- ✓ The primary level of health care has not been separated yet from the overall system; lack of family health care in the city.
- ✓ Lack of modern diagnostic equipment in most medical facilities.
- ✓ Inadequate system of financing of medical institutions aimed at maintaining beds and rooms.
- ✓ Lack of an evaluation system for assessing the quality of medical care; lack of a guaranteed package of medical services; healthcare in rudimental state.
- ✓ Selective access to cultural heritage, limited use of advanced information technology in this area.
- ✓ Insufficient popularization of high-quality and diverse examples of culture and art among the largest portion of society.
- ✓ Exclusion of a large part of society from access to the cultural heritage.



The scheme of strategic and operational objectives under development area D.  
A city of quality education, medical care, and diverse cultural environment



## Strategic objective D.1. Innovative research, high-quality education

Operational objectives	Operational task / scope of project implementation
<b>D.1.1. Providing social services of education for the elderly by opening of third-age universities</b>	<ol style="list-style-type: none"> <li>1. Development of curriculum in subjects that will be beneficial for the students.</li> <li>2. Conducting an educational advertising campaign.</li> <li>3. Organization of premises for students (necessarily equipped with modern computers and Internet).</li> <li>4. Increasing the number of groups and the areas of interest for potential students of the third-year education system.</li> </ol>
<b>D.1.2. Introduction of the concept of educational coaching</b>	<ol style="list-style-type: none"> <li>1. Development of a database of trainers (coaches) who can provide educational services.</li> <li>2. Development and approval of work standards for educational coaches.</li> <li>3. Development of a database of trainers (coaches) and development of courses on issues of environmental protection, energy saving and sustainable development.</li> <li>4. Development of an information system with a list of persons providing services in the field of educational coaching, a list of subjects delivered by the coach, and customer feedback.</li> </ol>
<b>D.1.3. Establishment of appropriate conditions in higher education institutions for young people with special educational needs, including with disabilities</b>	<ol style="list-style-type: none"> <li>1. Arrangement of spaces adapted for learning of the people with special needs in the classrooms of the universities.</li> <li>2. Carrying out a promotional campaign among people with special needs regarding the possibility of studying in local universities.</li> <li>3. Implementation of distance learning system for people with special needs.</li> </ol>
<b>D.1.4. Expansion of the network of general educational and preschool educational institutions in the city's neighborhoods</b>	<ol style="list-style-type: none"> <li>1. Construction of preschool educational institutions under the new "Smart Home" project based on the multi-room operating system (10G Stepan Bandera St).</li> <li>2. Construction and reconstruction of kindergartens in the municipal neighborhoods and suburban villages.</li> <li>3. Construction of the educational and training complex in Opryshivka neighborhood.</li> </ol>
<b>D.1.5. Establishment of cooperation between educational institutions of the city and SMEs</b>	<ol style="list-style-type: none"> <li>1. Holding "career days" on a regular basis at the local universities with the participation of the representatives of local businesses.</li> <li>2. Development and approval of a cooperation program between universities, vocational schools and industrial enterprises and local SMEs in order to improve the quality of practical training of students and their subsequent employment.</li> <li>3. Conducting an annual competition among university students and students of the city's vocational schools to discover the best inventions and works that will have practical application (can be produced) by local businesses.</li> </ol>
<b>D.1.6. Improvement of the system of training of employees in accordance with the needs of employers</b>	<ol style="list-style-type: none"> <li>1. Development and implementation of continuous monitoring of the needs of employers in workers of the relevant specialties.</li> <li>2. Improvement of the system of retraining and retraining of employees in accordance with the needs of employers, in particular those who are registered with the municipal employment center.</li> <li>3. Creation of a modern online resource for professional development and re-training of employees in accordance with the needs of employers (distance learning system).</li> <li>4. Conducting roundtables, training and workshops for workers on the needs of the labor market in experts of the relevant professions.</li> <li>5. Internship of specialists in foreign companies realized with the help of international programs and projects.</li> <li>6. Organization of business school operation.</li> </ol>

Operational objectives	Operational task / scope of project implementation
<b>D.1.7. Conducting career counseling among the youth of the city</b>	<ol style="list-style-type: none"> <li>1. Together with the municipal employment center carry out regular career counseling meetings for the municipal secondary school students.</li> <li>2. Visits by senior students to local enterprises that are interested in recruitment of employees of relevant professions.</li> <li>3. Conducting "career days" in schools with participation of local business representatives, universities and vocational schools.</li> <li>4. Implementation of optional training for senior students of local schools to prepare them for their desired future profession.</li> <li>5. Conduct annual municipal employment competitions.</li> </ol>

## Strategic objective D.2. Affordable healthcare

Operational objectives	Operational task / scope of project implementation
<b>D.2.1. Development of the electronic patient card system and introduction of the electronic queue in medical institutions</b>	<ol style="list-style-type: none"> <li>1. Introduction of electronic queue in medical institutions.</li> <li>2. Providing information to the public about the creation of electronic patient cards and electronic queue in medical institutions.</li> <li>3. Organization of workstations in medical establishments of the city with access to the database of patients.</li> </ol>
<b>D.2.2. Equipping medical facilities with modern equipment and application of new technology of diagnostics and treatment</b>	<ol style="list-style-type: none"> <li>1. Provide health facilities with necessary equipment for effective and early diagnosis.</li> <li>2. Monitoring the health of the population at the primary level.</li> <li>3. Examination of patients at the secondary or tertiary level with the establishment of a better diagnosis and timely treatment.</li> <li>4. Organization of training for the staff of health care institutions of the city.</li> </ol>
<b>D.2.3. Creation of new modern departments in medical institutions that meet the needs of patients</b>	<ol style="list-style-type: none"> <li>1. Development of projects and launching new structural units in medical institutions.</li> <li>2. Implementation of regular monitoring and quality assessment of medical services.</li> <li>3. Determination of the capacity of medical institutions for adaptation and rehabilitation of certain groups of population to emergency and military-related work loads.</li> </ol>
<b>D.2.4. Development and implementation of energy efficiency measures in the work of medical institutions</b>	<ol style="list-style-type: none"> <li>1. Transition to new work formats, transformation of medical institutions into municipal non-profit enterprises, introduction of a new form of financing of institutions, development of links between institutions in the format of hospital districts.</li> <li>2. Development and application of energy-efficient and energy-saving technology in medical institutions.</li> </ol>
<b>D.2.5. Reconstruction of medical facilities and creation of comfortable conditions for patients and medical staff</b>	<ol style="list-style-type: none"> <li>1. Reconstruction and development of existing facilities in accordance with the needs of patients, expanding the scope of health services provided in the municipal health care facilities.</li> <li>2. Construction of ramps, elevators in the municipal health facilities for people with special needs.</li> </ol>

## Strategic objective D.3. Diverse cultural environment

Operational objectives	Operational task / scope of project implementation
<b>D.3.1. Development and enhancement of the educational role of socio-cultural potential and cultural heritage</b>	<ol style="list-style-type: none"> <li>1. Popularization of the best examples of Ukrainian contemporary art.</li> <li>2. Creation of the environment for the exchange of spiritual values.</li> <li>3. Creation of a system for familiarizing the population with folk culture and customs.</li> <li>4. Promoting a healthy lifestyle.</li> <li>5. Development of the tourist potential of the city.</li> </ol>



Operational objectives	Operational task / scope of project implementation
<b>D.3.2. Ensuring accessibility and relevance of socio-cultural services for all categories of the population</b>	<ol style="list-style-type: none"> <li>1. Ensuring accessibility and relevance of social and cultural services for all categories of the population.</li> <li>2. Exercising the rights of persons with disabilities to participate in the cultural life of the city on equal basis with other citizens.</li> <li>3. Rehabilitation and integration of people with disabilities into modern society.</li> </ol>
<b>D.3.3. Support for the diversity of creative processes in the cultural space, taking into account the Ukrainian cultural traditions</b>	<ol style="list-style-type: none"> <li>1. Revival, preservation and popularization of the best examples of all genres of Ukrainian art.</li> <li>2. Search and support of creative youth.</li> <li>3. Involvement of young people in the creative processes of modern society.</li> </ol>

### Action Plan to achieve the objectives under strategic development area D. A city of quality education, health, diverse cultural environment

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>Strategic objective D.1. Innovative research, quality education</b>			
<b>D.1.1. Providing social services of education for the elderly by opening of third-age universities</b>	InEU Ivano-Frankivsk territorial center of social services	Municipal budget	Increased level of economic knowledge of the students of the university. Elderly people mastered practical skills of using computers, software for communicating and searching information on the Internet. General psychological and emotional state of university students has been raised.
<b>D.1.2. Introduction of the concept of educational coaching</b>	Information and Methodology center of the Directorate for Education and Science, Stefanyk National University, Institute of Postgraduate Education center for Entrepreneurship Development -»Business Incubator», Oil and Gas University	Municipal budget, grant funds and charitable organizations	Equal access to quality multidimensional education is ensured by means of information and communication technology. A platform for the development of innovative educational technology - «Education from Research» was created. Customized «Volunteer Instructors School» training program was developed using coaching technology. Educational coaching in finances for students was established at the center for Business Development - «Business Incubator» of Oil and Gas University.

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>D.1.3. Establishment of appropriate conditions in higher education institutions for young people with special educational needs, including with disabilities</b>	Higher learning establishments	Municipal budget, funds of higher educational establishments	Created safe and appropriate conditions in higher educational establishments for youth with special educational needs, including those with disabilities. A system of distance learning for people with special needs has been introduced.
<b>D.1.4. Expansion of the network of general educational and preschool educational institutions in the city's neighborhoods</b>	Directorate of Construction, Directorate of Education and Science of the city's executive committee, village councils	Municipal budget, rural budgets, funds of investors	Construction and opening of general and preschool education institutions in the city and in suburban districts, using the «smart home» approach with the introduction of a multi-room system. This will help increase the preschool education service coverage for children and will ensure saving of energy resources and budget funds.
<b>D.1.5. Establishment of cooperation between educational institutions of the city and SMEs</b>	Directorate of Education and Science, Labor Directorate, Directorate of Economic and Integration Development of city's executive committee, municipal vocational schools, businesses, Advisory Board of Industrial Enterprise Leaders and Vocational Education Institutions	Municipal budget, regional and state budgets, sponsorship funds	Industrial enterprises and SMEs in the city received skilled workers. Improved quality of the organization of the educational process and practical training of students of vocational education institutions. Secured participation of employers in the formation of the labor potential of the city.
<b>D.1.6. Improvement of the system of training of employees in accordance with the needs of employers</b>	Directorate of Labor, Directorate of Economic and Integration Development of city's executive committee, Institute for Economics and Management in the Oil and Gas Sector of the Oil and Gas University, Municipal Employment center, «Ivano-Frankivsk IT Cluster» NGO	Municipal budget, state budget, other sources of funding	Introduced regular training for ATO veterans and their families in the basics of computer literacy and relevant subjects in economic and management areas, in particular «small business economics». Organized a business school for entrepreneurs. Organized psychological support for people in need of special assistance, and their «socialization» in the society.



Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>D.1.7. Conducting career counseling among the youth of the city</b>	Institute of Postgraduate Education and College Preparatory program of Stefanyk National University, «center for Innovation Development and Intellectual Partnership» NGO State Enterprise – «School of Business and Management», Precarpathian University Research Park Association, Directorate of Education and Science of city's executive committee	Municipal budget, businesses	A system of career counseling for children and young people was created. It ensures their successful self-realization in the structure of socio-economic relations, promotes the formation of a professional perspective, and detailed life plans aimed at the right choice of profession. Ensured popularization of workers' professions among young people of the city.
<b>Strategic objective D.2. Affordable healthcare</b>			
<b>D.2.1. Development of the electronic patient card system and introduction of the electronic queue in medical institutions</b>	Health Care Directorate, Directorate of Investment Policy of the city's executive committee	Municipal budget	An electronic register and an electronic queue have been introduced. Introduced patient's electronic card, electronic document flow, electronic prescriptions for patients and pharmacies of the city. Integrated into the E-health system of the Ministry of Health of Ukraine.
<b>D.2.2. Equipping medical facilities with modern equipment and application of new technology of diagnostics and treatment</b>	Health Care Directorate of city's executive committee	Municipal budget, other sources of funding	Improved quality of medical care for patients. The average life expectancy of the city residents has increased. Reduced mortality and disability rates due to early diagnosis and risk identification.
<b>D.2.3. Creation of new modern departments in medical institutions that meet the needs of patients</b>	Health Care Directorate of city's executive committee	Municipal budget, other sources of funding	Improved availability of medical services and introduced family doctor methodology. Improved quality of medical services and safety in the provision of health care. Modern technology was introduced in medical practice and a system of continuous training of medical personnel.
<b>D.2.4. Development and implementation of energy efficiency measures in the work of medical institutions</b>	Health Care Directorate of city's executive committee	Municipal budget	Achieved energy and fiscal savings.

Operational objective	Coordinator, responsible, partners	Sources of funding	Expected results
<b>D.2.5. Reconstruction of medical facilities and creation of comfortable conditions for patients and medical staff</b>	Directorate of Construction of the city's executive committee	Municipal, oblast, state budgets	Improved hospital conditions for patients and work conditions for medical staff.
<b>Strategic objective D.3. Cultural environment</b>			
<b>D.3.1. Development and enhancement of the educational role of socio-cultural potential and cultural heritage</b>	Culture Directorate of the city's executive committee, cultural organizations of the city	Municipal budget	Organized meaningful leisure for the residents and guests of the city. The number of visitors to cultural and artistic events has increased. Raising of the younger generation with love for Ukrainian traditions has been provided, including development of children's and youthful creativity.
<b>D.3.2. Ensuring accessibility and relevance of socio-cultural services for all categories of the population</b>	Culture Directorate of the city's executive committee, cultural organizations of the city	Municipal budget	Rehabilitation and integration of people with disabilities into modern society. Free access to information and library resources for visually impaired people. Free access to Internet for visually impaired people is provided in cultural institutions.
<b>D.3.3. Support for the diversity of creative processes in the cultural space, taking into account the Ukrainian cultural traditions</b>	Culture Directorate of the city's executive committee, cultural organizations of the city	Municipal budget	Created system for identifying gifted youth, facilitating the discovery of creative personalities, and supported contemporary art using modern computer technology (Medialab system). The level of development of elementary artistic education, and the performance level of students of the city's secondary school was increased.



# 5 Strategic Environmental Assessment



At the present stage of development of society, the concept of balanced (sustainable) development, which seeks to integrate economic, social and environmental components of development becomes of increasing importance in international, national and regional policy.

One of the tools for ensuring the balanced nature of Ivano-Frankivsk Municipal Development Strategy 2028 is the application of the Strategic Environmental Assessment (SEA) in the drafting process. SEA is a system-based and preventive process that is carried out to analyze the potential environmental impact of strategic documents, as well as to integrate assessment results into decision-making.

The Strategic Environmental Assessment of the Strategy was carried out with the support of the PLEDDG Project implemented by the Federation of Canadian Municipalities (FCM) with the financial support of the Canadian Foreign Ministry.

A separate SEA Working Group was created during the work on the Strategy. In the process of drafting the document attention was paid to the assessment of the environmental situation in the city and assessment of the potential impact of strategic and operational objectives on the environment.

**Two meetings of the Working Group were held to ensure the implementation of the SEA with the following results:**

- 🔍 approved the methodology for conducting SEA;
- 🔍 conducted SWOT-analysis of the environmental situation in the city;
- 🔍 analyzed the trends of the environment of the city;
- 🔍 conducted analysis of compliance of the Strategy objectives with the regional environment objectives;
- 🔍 made an expert assessment of the likely impact of the Strategy on the environmental components;
- 🔍 prepared recommendations for the strategic and operational objectives of the Strategy and for the specific operational goals of the Strategy.

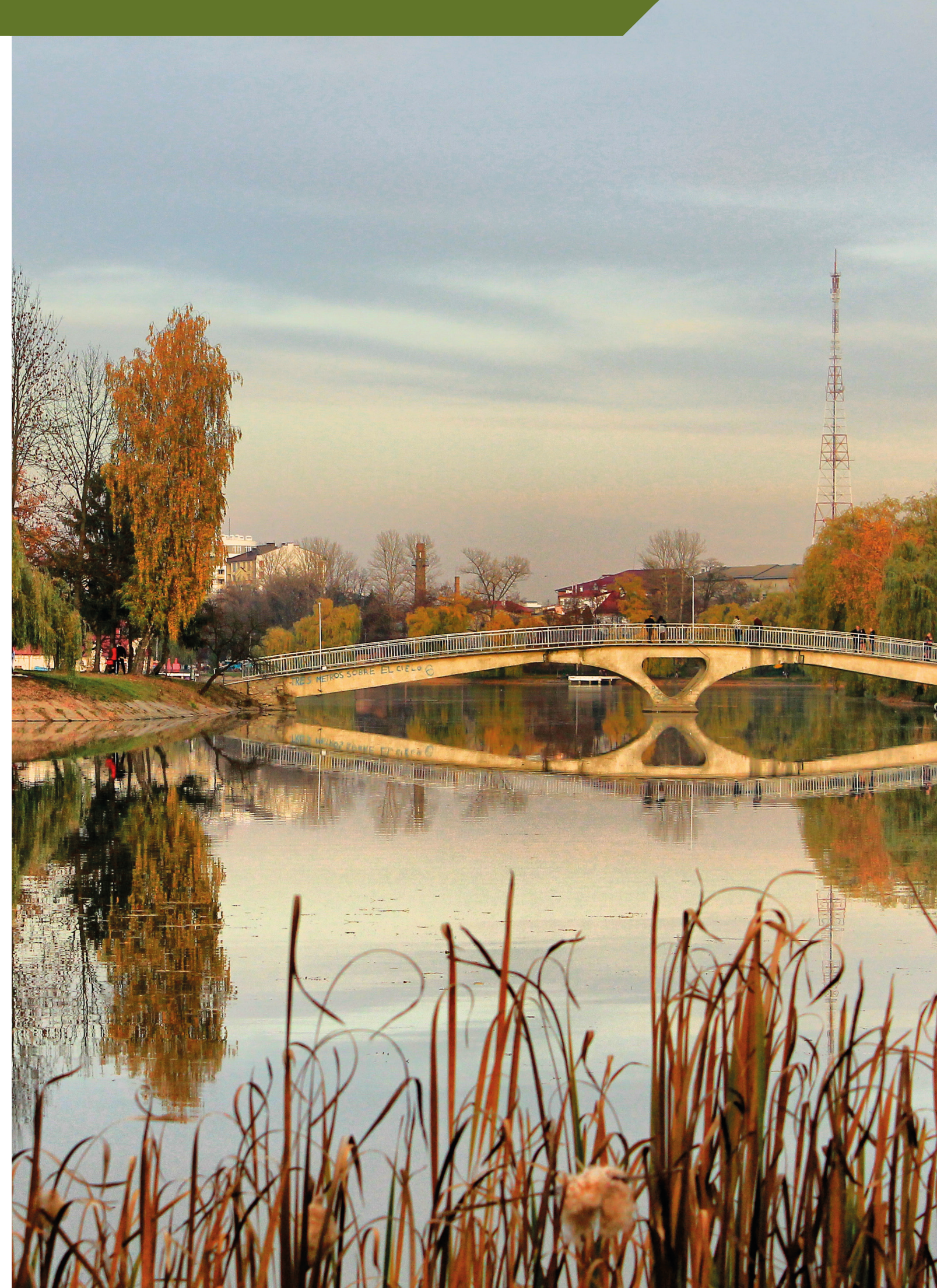
The SEA Working Group cooperated with the Strategy developers, which enabled timely transmission of proposals developed by the SEA Working Group to the Strategy developers and integrate SEA in the process of developing the Strategy. The joint work provided an opportunity to freely exchange information and to make proposals at the working level and take them into account when preparing the Strategy.



**Based on the results of the SEA, a SEA Report of Ivano-Frankivsk Municipal Development Strategy 2028 (Annex 3) was prepared, which contains the following conclusions:**

1. Ivano-Frankivsk Municipal Development Strategy 2028 is based on the principle of balanced development, since the strategic areas of the city's development, defined in the Strategy, cover the economic, environmental and social components of development.
2. The analysis of the environmental trends in the city revealed the trend in reducing emissions of pollutants into the air, reducing collection and use of fresh water, reducing the volume of generation and recycling of waste. At the same time, the total volume of accumulated waste of hazard classes 1-4 continues to grow, although in recent years the growth rate has decreased. On the territory of Ivano-Frankivsk city council there are 8 territories and sites of the nature reserve fund.
3. The Strategy as a whole is aimed at reducing anthropogenic impact on the environment. The objectives of the Strategy are in line with the regional environmental objectives defined in the Strategy for the Development of Ivano-Frankivsk Region 2020.
4. The main anthropogenic factors changing the city are the transportation intensity and the inefficient system of waste management, which leads to environmental pollution.
5. Implementation of the Strategy should not result in new negative environmental consequences if environmental requirements are duly taken into account during its implementation. Realization of many operational objectives of the Strategy can lead to improvement of the environmental situation in the city.
6. The probability that implementation of the Strategy will lead to such possible negative impacts on the environment, or health of people which still will be insignificant, but which in aggregated state will have a significant total (cumulative) impact on the environment is low.
7. Monitoring the effectiveness of the Strategy implementation with the help of environmental indicators is an important form of control of the actual impact on the environment of the Strategy, as well as the necessary prerequisite for ensuring a balanced development of the city. It is necessary to provide for the regularity of the collection of monitoring data according to the identified environmental indicators and their regular analysis in order to take due account of the environmental component in the decision-making process regarding future development planning.

In view of the above, it can be argued that, in general, drafting of the Ivano-Frankivsk Municipal Development Strategy 2028 was conducted taking into account probable environmental impacts and with the desire to minimize them. Implementation of the Strategy, subject to compliance with environmental requirements, should reduce the anthropogenic burden on the environment. The combination of efforts to promote entrepreneurship, including green business, with the efforts to create energy-efficient and environmentally friendly infrastructure will ensure the development of Ivano-Frankivsk as a city with a high quality of life.



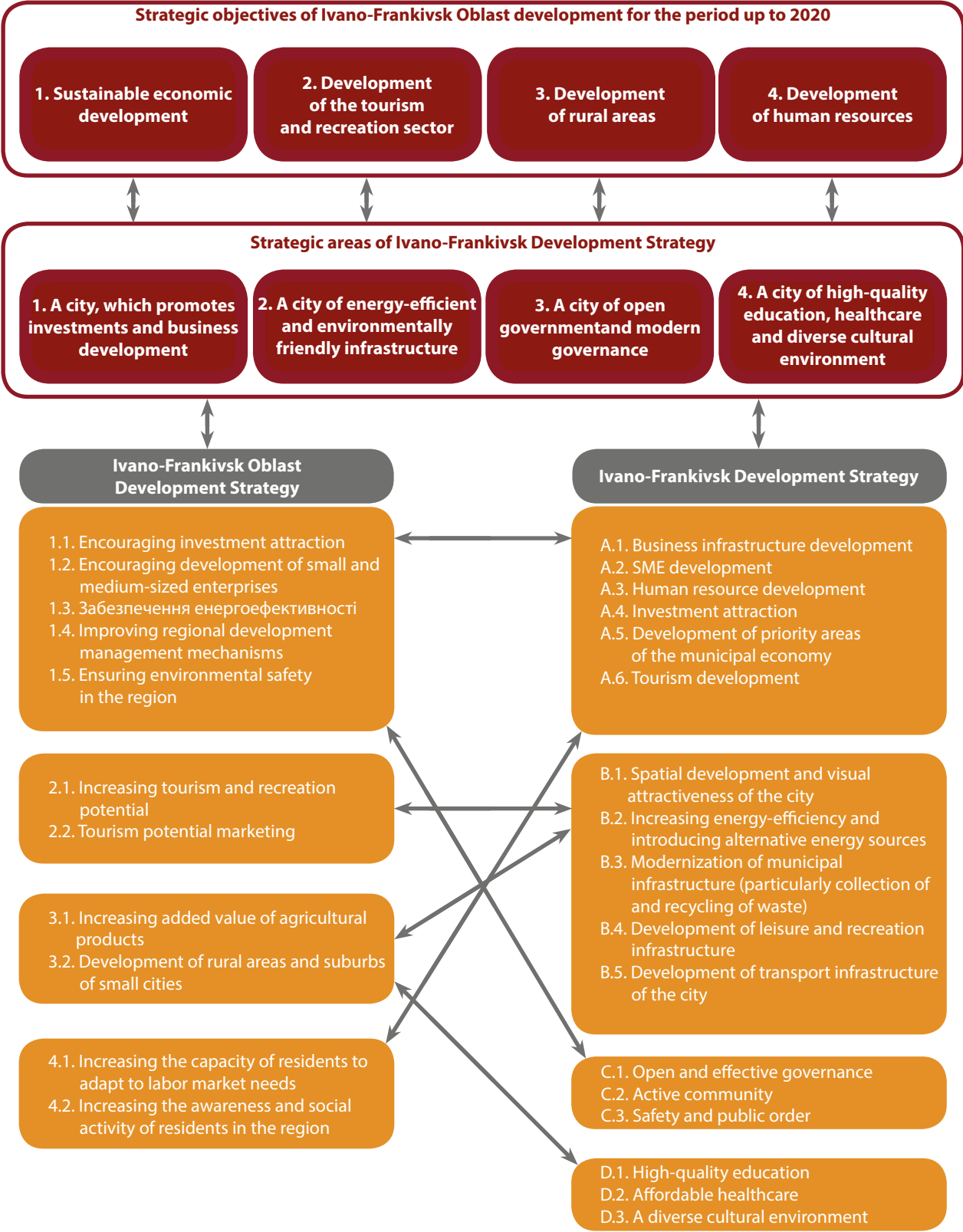


# 6 Harmonization

of the main provisions of the Strategy



The Ivano-Frankivsk Development Strategy 2028 fully complies with the strategic documents governing the spatial and regional development of Ivano-Frankivsk region. In particular, the Ivano-Frankivsk Region Development Strategy 2020, the Regional Development Strategy Implementation Plan 2015-2017, and the Socio-Economic and Cultural Development program. 2017.





# 7 Monitoring and implementation of the Strategy



From the beginning of the strategic planning process, the importance of implementing and monitoring the implementation of the Ivano-Frankivsk Municipal Development Strategy was always emphasized. The Strategy describes the system for monitoring its implementation and the system of indicators (results) of implementation (quantitative and qualitative). Success of implementation of the Strategy will depend on positive economic and other changes affecting the achievement of the objectives.

Representatives of business, local government, educational institutions, public and other organizations participated in the development of the Strategy, which ensured feasibility of its implementation and trust from the community.

To ensure an adequate level of responsibility for the implementation of the Strategy, it is necessary to establish a system for monitoring its implementation. Such a system should include a monitoring body – the Strategy Implementation Management Committee of and the ToRs for the Monitoring System for the implementation of the Strategy.

Implementation is a management task that involves monitoring the activities of numerous organizations involved in the implementation of the Strategy. This should be done by the Implementation Management Committee established by representatives of the local self-government body, the public and the business (the mayor and his deputies, heads of directorates and units of the city's executive committee, private entrepreneurs, and representatives of citizens' associations). The resolution of issues of implementation of Strategy projects and measures should be exclusively within the competence of the Implementation Management Committee. It is the Strategy Implementation Management Committee that is responsible for ensuring the relevance and feasibility of strategic and operational objectives and for achieving them.

During the monitoring of the Strategy the following tasks are resolved:

- **Control over the implementation of the Strategy as a whole;**
- **Assessment of progress under the strategic areas, achievement of strategic and operational objectives, provision of information for adjusting objectives;**
- **Support of the strategic planning system in the operational state.**

Monitoring is based on consideration of a limited number of selected indicators (indicators) for each of the strategic areas and analysis of the achievement of the planned results.

## **The system of indicators for monitoring the implementation of the Strategy**

Indicators should be divided into the indicators of achievement: vision; areas of development; strategic, operational objectives. It's also possible to develop indicators only for achieving strategic objectives.

### **Monitoring levels:**

1. **Effectiveness of the implementation of a separate project**
2. **Level of achievement of strategic and operational objectives**
3. **Degree of advancement under the strategic areas of development**
4. **The state of community development – achievement of a strategic vision**

The results of the monitoring are presented once every six months in the form of semi-annual reports.

The following is recorded and analyzed: a) the level of execution of each project task; b) unaccomplished tasks, reasons for rejection, proposals; c) data on the indicators reflecting the outcome of project implementation; d) assessment of financing needs; e) proposals for the improvement of the existing monitoring system.



Strategy implementation Indicators  
(indicators of achievement of the results)

General indicators

- 1. Amount of actual local budget revenues per resident
- 2. The actual local budget expenditures per resident
- 3. Average monthly salary
- 4. Volume of investments in fixed capital
- 5. Total exports
- 6. The number of population employed in all sectors of economy
- 7. Volume of direct foreign investments in the city economy per capita
- 8. Volume of realized industrial production per capita
- 9. The share of industrial products produced by small enterprises in the total volume
- 10. The number of newly created jobs at the local enterprises per year
- 11. The number of small and medium enterprises per 10 000 of population
- 12. The volume of attracted ITA funds in the sectors of economy, SMEs of the city
- 13. Fiscal savings as a result of implementation of energy efficient measures
- 14. The amount of financing for environmental protection measures
- 15. The number of people involved in environmental education activities
- 16. The number of visitors from other regions of Ukraine
- 17. The number of tourists per year
- 18. The number of events (festivals, conferences, celebrations, etc) per year
- 19. Growth of municipal population
- 20. Natural growth / population decline
- 21. Unemployment rate
- 22. The share of unemployed women in the total number of unemployed in the city
- 23. The number of sports facilities and facilities put into operation
- 24. The number of citizens covered by sports clubs
- 25. The number of winners in educational competitions of different levels
- 26. The general results of the national standardized testing in the educational institutions of the city
- 27. % of graduates of city schools enrolled to higher educational institutions
- 28. The number of competitions of all levels, attended by the members of sport clubs of the city
- 29. The number of competitions of all levels, attended by members of city performing groups

Proposals for adjustments and changes to the Strategy under the strategic and operational objectives, projects and tasks can be made by:

- Members of the Strategy Implementation Management Committee;
- Members of the city council;
- Stakeholder organizations, institutions, public organizations and persons (residents).

The key to all possible forms of organization of the monitoring process is to carefully monitor the implementation of tasks and project implementation, modify and update the Strategy, if necessary, in light of the changes in the situation, as some projects will be completed and some will be replaced by others.

The members of the Municipal Development Strategy Implementation Management Committee should monitor implementation to make sure that the strategic and operational objectives remain valid and implemented. The Committee meets at regular intervals (but not less than once every six months) to assess the results achieved and to adjust the proposed changes. Draft decisions on amendments to the Strategy are submitted to the city council for consideration.





# 8 The members

of the Working Group



1	Bilyk Bogdan	Deputy Mayor, chairman of the working group
2	Aronets Lesya	Board Chairman of the youth public center "Etalon", deputy chairman of the working group (upon consent)
3	Mykhailyshyn Lesya	Chief Specialist of the Section of Economic Analysis and Strategic Planning of Economic and Integration Development Directorate, Secretary of the working group
4	Atamanchuk Liubov	Mayor of Ugornyky village
5	Vandych Vitaliy	PLEDDG Regional coordinator in Ivano-Frankivsk region
6	Vasylchenko Galyna	Board Chairman of the Business center "Business Initiatives"
7	Vovchuk Volodymyr	Deputy Chief Medical Officer for public health services
8	Gaevsky Serhiy	Chairman of the standing committee on lease and privatization of municipal property (upon consent)
9	Ganchak Oleg	Chief of Transport and Communications Directorate
10	Gargat Myron	Mayor of Krykhivtsi village
11	Goral Liliana	Director of the Institute of Economics and Management in the Oil and Gas Sector, Professor, Doctor of Economics, Ivano-Frankivsk National Technical University of Oil and Gas (upon consent)
12	Grynenko Igor	Director of the Directorate of Municipal Resources
13	Dzvinchuk Yuriy	A member of the youth organization "Stanytsya Ivano-Frankivsk – of the National Scout organization of Ukraine – Plast"
14	Drotyanko Viktoriya	Chief of the Patronage Directorate of the city council
15	Zagorodniuk Andriy	Doctor of Sciences, professor Research Vice-rector of Stefanyk Precarpathian National University (upon consent)



16	Ivaniv Olena	Head of Investment Attraction of the Directorate of Housing, Communal Policy and Municipal Improvement	32	Khodak Liubomyr	Chairman of the Board of "Ivano-Frankivsk IT Cluster" (upon consent)
17	Kobylchak Natalia	Board Chairman of the NGO "Ivano-Frankivsk Regional Center" (upon consent)	33	Rudnytsky Denys	Head of Sports Section of the Directorate of Youth Policy and Sports
18	Galipchak Roman	Chief of Construction Directorate	34	Savchuk Oksana	City Council Secretary
19	Kryvoruchko Svitlana	Director of the Ivano-Frankivsk Bakery Plant, chairman of the Advisory Council under the Mayor (upon consent)	35	Sischuk Mykhailo	Mayor of Myktyntsi village
20	Kromkach Nadiya	Chief of the Directorate of economic and integration development of the executive committee of the city council	36	Smal Igor	Chief, Directorate of Education and Science
21	Kuchkuda Oleg	Head of the secretariat of the city council	37	Sokolyk Lesya	International Cooperation Manager of the Public organization "Business People's Club" (upon consent)
22	Markov Andriy	Chairman of the Board "Cultural and Educational Society for Disabled" NGO UMG	38	Sokolyk Roman	Hryplyn village mayor
23	Markov Roman	Secretary of the Standing Committee on Entrepreneurship and Regulatory Activities (upon consent)	39	Stroich Andriy	Member of the city council (upon consent)
24	Nazar Mykhailo	Mayor of Vovchynets village	40	Stroich Petro	Chairman of the Entrepreneurs Council under the mayor's office, private entrepreneur (upon consent)
25	Nyzhnik Dmytro	Chief of Directorate of Municipal Development, Architecture and Cultural Heritage	41	Ustynsky Volodymyr	Deputy Chief of the Directorate, Chief of Industry and Enterprise Development, Directorate of Economic and Integration Development
26	Onufriyv Roman	Chairman of the standing city council commission on fiscal issues (upon consent)	42	Fedorovych Oksana	Head of the "Tourist Association of Ivano-Frankivsk region" NGO
27	Pasichnyk Oleksandr	Director of the Ukrainian-Canadian "Business Center" organization	43	Fylyuk Yuri	Director of "Teple Misto" Charitable Foundation (upon consent)
28	Popadyuk Igor	Chief, Directorate of Investment Policy	44	Haruk Roman	Chairman of the standing committee of the city council on housing and utility services (upon consent)
29	Popovych Liubov	Chief of Economic Analysis and Strategic Planning of Economic and Integrative Development Directorate	45	Tchaikivskyi Andriy	Head of software and hardware support of the city council
30	Prodan Marianna	Chairman of the Standing City Council Committee on Humanitarian Affairs (upon consent)	46	Yatskiv Galyna	First Deputy Chief of Financial Directorate
31	Prusak Oleksandr	Deputy Chief of Directorate, Head of Administrative Services Division, Administrator of Administrative Services Directorate (Administrative Services Center, Ivano-Frankivsk)	47	Lepyoshkin Ihor Ivanovych	PLEDDG Project Senior Expert, Head of Experts Group
			48	Hirchak Ihor Yaroslavovych	PLEDDG Project consultant
			49	Zaluzhnyy Andriy Pavlovych	PLEDDG Project consultant



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**PLEDDG Project** aims to strengthen Ukraine’s municipal sector by increasing capacities in 16 Ukrainian cities to advance local democracy and economic development through implementing an open government model and ensuring transparent and effective decision making by local government, creating enabling conditions for the creation and growth of small and medium-sized enterprises, and facilitating decentralization of authorities and integrated development planning at the local, regional and national levels.

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