

(new version)

THE KYIV CITY DEVELOPMENT STRATEGY Until 2025




*Executive Body of the Kyiv
City Council (Kyiv City State
Administration)*



*Reform assistance
to Ukraine*

*Підтримка реформ
в Україні*



**Executive Body of the Kyiv City Council
(Kyiv City State Administration)**

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<https://kievcity.gov.ua/>

Green sea rises in waves,
quiet day burns down, the
Dniper's banks become
dear to me, where the
branches of love dreams
sway.. I can't help loving
you, my Kyiv!

Reed look into my heart, I
will pour my heart into
them, May they tell to my
beloved, how faithfully I
love. I will live and dream
on the wings of hopes... I
can't help loving you, my
Kyiv!

Tired city sleeps with quiet
and sweet sleep. The city
lights blossom above the
Dnipro like a necklace,
Velvet of the evenings, like
the surf of happiness... I
can't help loving you, my
Kyiv!

D. Lutsenko



Klitschko Vitaliy Volodymyrovych

Head of the Kyiv City State Administration

KEY PARTICIPANTS OF THE WORK TEAM FOR THE PREPARATION OF A NEW VERSION OF THE KYIV CITY DEVELOPMENT STRATEGY UNTIL 2025

February 2017



Kyiv City Council



Kyiv City State Administration



Support for reforms in Ukraine



Expert environment

Dear Kyiv residents and guests of the capital!

I am happy to present a new version of the Kyiv Development Strategy Until 2025. The Strategy is the main document that determines the most important priorities of the capital's development.

The need to review the Strategy approved by the Kyiv City Council in 2011 was dictated by the challenges of the new time. Economic realities and the needs of society require reassessment of strategic priorities, and a number of urgent social problems that have arisen in recent years require an immediate solution.

In addition, it was important to ensure compliance of the Strategy with the requirements of the recently adopted regulations, as well as its harmonization with state documents of a strategic nature, in particular the State Regional Development Strategy Until 2020.

The city of Kyiv is our common home and it depends on us how we will build it. I am sure that a new version of the Strategy will establish a good foundation for the development of our city and increase the well-being of its residents.

Kyivans, we continue the dialogue and we look forward to your support. We have a lot of work to do for the implementation of the Kyiv Development Strategy Until 2025!

V. Klitschko
Head of the Kyiv City State Administration



STRUCTURE OF THE DOCUMENT

CONTENTS	3
01 INTRODUCTION	4
<ul style="list-style-type: none">■ Key facts about Kyiv■ Principles of the Kyiv Development Strategy Until 2025■ Prerequisites for preparing a new version of the Strategy■ The opinion of Kyivans about the correctness of the current direction of development of Kyiv■ Tasks that were set in the process of preparing a new version of the Strategy■ Approach and structure of a new version of the Strategy■ Key parties whose ideas have been taken into account in the process of preparing a new version of the Strategy	
02 NEW VERSION OF THE KYIV DEVELOPMENT STRATEGY UNTIL 2025	14
<ul style="list-style-type: none">■ Long-term vision, strategic goals and sectors of the development of Kyiv■ Priorities of development of Kyiv■ Operational goals of the development of Kyiv■ Indicators of achievement of the strategic goals of Kyiv■ Substantiation of the strategic goals of Kyiv■ Description of the calculated index of life comfort in Kyiv■ Key conditions for the successful implementation of the Strategy	
<ul style="list-style-type: none">■ By sectors of urban development- Trends and main problems of social and economic development of Kyiv- Operational goals, tasks and measures of the Strategy- Performance Indicators by sector of the Strategy	24
03 MONITORING SYSTEM AND TARGET INDICATORS OF THE STRATEGY	110
<ul style="list-style-type: none">■ System for monitoring and evaluating the effectiveness of the Strategy implementation■ Indicators regulated by the State Regional Development Strategy■ Indicators of effectiveness characterizing the implementation of the Kyiv Development Strategy	
04 IMPLEMENTATION OF THE KYIV DEVELOPMENT STRATEGY UNTIL 2025	124
<ul style="list-style-type: none">■ Stages of the Strategy implementation■ Creating conditions for the successful implementation of the Strategy■ Tools for implementation of the Kyiv Development Strategy Until 2025■ Institutional and organizational support for the Strategy implementation■ Financial support for the Strategy implementation	
05 ANNEXES	134

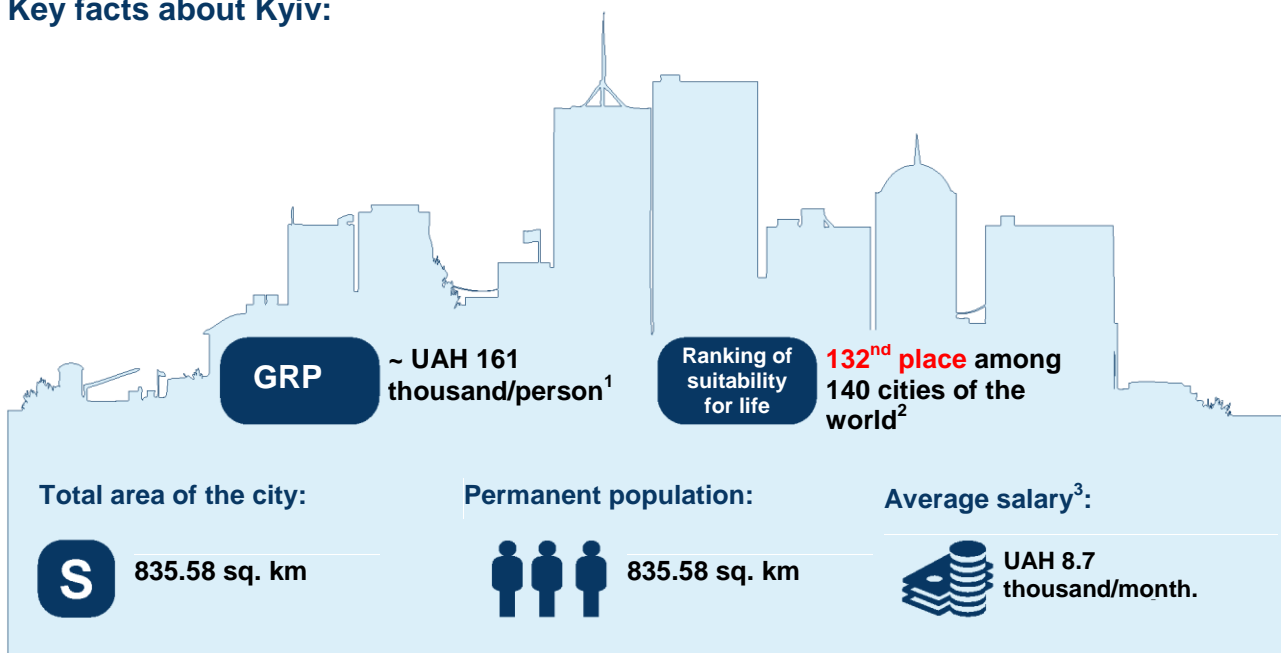


01 INTRODUCTION



Kyiv is the capital of Ukraine, one of the largest and most ancient cities in Europe, the political, economic, administrative and spiritual center of Ukraine.

Key facts about Kyiv:



¹ – Predictive data according to the Kyiv Social and Economic Development Program for 2016

² – According to EIU Global Liveability Ranking 2015.

³ – Average nominal wages by types of economic activity as of September 2016 (latest available data).

⁴ – Long-term credit rankings of Kyiv for liabilities in foreign currency as of 01.10.2016. The ranking values of all agencies belong to the speculative class and indicate difficulties in fulfilling debt obligations. The forecasts by Standard & Poor's and Fitch is **negative**, that by Moody's is **stable**.

The Kyiv Development Strategy Until 2025 is the main regulatory document that determines the goals and objectives of the city's long-term development.



The first version of the Kyiv Development Strategy Until 2025 was **approved by the Resolution of the Kyiv City Council No.824/7060** dated December 15, 2011.



The Strategy determined the conceptual **vision of the future image** of Kyiv until 2025, the main **strategic initiatives and priorities** of the long-term development of Kyiv, as well as **the sectors of the city economy**.



The development process of the first version of the Kyiv Development Strategy until 2025 involved a **wide range of the leading core experts, analysts, statesmen, activists and community** of the city in general.



The most important principle of the Strategy is the ability to measure the results achieved.

Principles of the Kyiv Development Strategy Until 2025

MEASURABILITY

A key principle is that all the Strategy's objectives have a clear numerical or qualitative expression, which enables keeping track of the progress we make and disciplines all those involved in it.

AMBITIOUSNESS

The Kyiv Development Strategy until 2025 provides for a qualitative breakthrough in the development of the city and the approximation of living standards to indicators of the leading Eastern European capitals.

SUSTAINABILITY

The development strategy is not a one-time sprint program, but a marathon of the long-term development of the city, which is based on sustainable development, so that we can hand over to future generations a city with a plentiful resource base sufficient to ensure higher living standards.

PRAGMATICITY/PRACTICALITY

The Strategy's provisions are ambitious, but at the same time realistic and aimed at improving the specific parameters of the quality of life of Kyivans. The strategy of Kyiv is structured in accordance with the requirements of the regulatory documents and provides for cascading of the development goals to the level of particular measures aimed at their achievement.

FAIRNESS

The development strategy is aimed at involving all strata of society in social and economic processes as well as ensuring decent living conditions for all residents.

OPENNESS/TRANSPARENCY

During the development of the Strategy, the views of all key stakeholders and, above all, city residents, are taken into account.

In addition, the Kyiv Development Strategy meets the main principles of the state regional policy of Ukraine.

The principles of state regional policy:



Constitutionality and lawfulness

Compliance with the Constitution, the Laws of Ukraine and binding international treaties.



Cooperation

Harmonization of goals, priorities, tasks, measures and actions of the authorities. Ensuring interactions between them.



Parity

Equal opportunities of access to resources of state financial support for the regional development.



Openness

Transparency, predictability, foreseeability, sequence of activities of public authorities.



Subsidiarity

Decentralization of authorities with a view to their most effective realization.



Coordination

Interconnection and coherence of long-term strategies, plans and development programs at all levels.



Unity

Reduction of socio-economic imbalances, ensuring the integrity of Ukraine.



Historical succession

Taking into account and preserving the positive experience of regional development.



Sustainable development

Effective use of resources taking into account the interests of future generations.



The need of having a new version of the Kyiv Development Strategy Until 2025 can be explained by modern socio-economic realities and a recently updated regulatory framework.

Prerequisites for preparing a new version of the Strategy:



The first version of the Strategy **does not comply with the requirements of the recently adopted regulatory documents** related to the process of strategic planning of local development, in particular:

- The Law of Ukraine "On the Principles of the State Regional Policy"
- Procedure for Elaborating Regional Development Strategies and Action Plans for Their Implementation, as well as the Monitoring and Evaluation of the Effectiveness of Implementation of These Regional Strategies and Action Plans, approved by the Cabinet of Ministers of Ukraine No. 932 dated 11.11.2015



The first version of the Strategy has **insufficient interconnection and should be harmonized with the provisions of current state documents** of a strategic nature, namely:

- Ukraine-2020 Sustainable Development Strategy approved by the Decree of the President of Ukraine No. 5/2015 dated 12.01.2015
- State Strategy for Regional Development until 2020, approved by the Resolution of the Cabinet of Ministers of Ukraine No. 385 dated 06.08.2014



The first version of the Strategy needs **to be revised in accordance with the current socio-economic realities and requirements of the society:**

- To date, **part of the strategic priorities is non-topical** due to the significant change in the socio-economic situation in the country and the limited resources for their implementation
- A number of urgent **socio-economic problems that have arisen in recent years** were provided for in the first version of the Strategy and require an immediate solution
- **Some target indicators** determined in the first version of the Strategy **need to be revised** as they can be neither tracked not calculated (statistical observation have not been not conducted or have been conducted only once)



The processes of **strategic planning** of the city development **and its operational activities should be harmonized:**

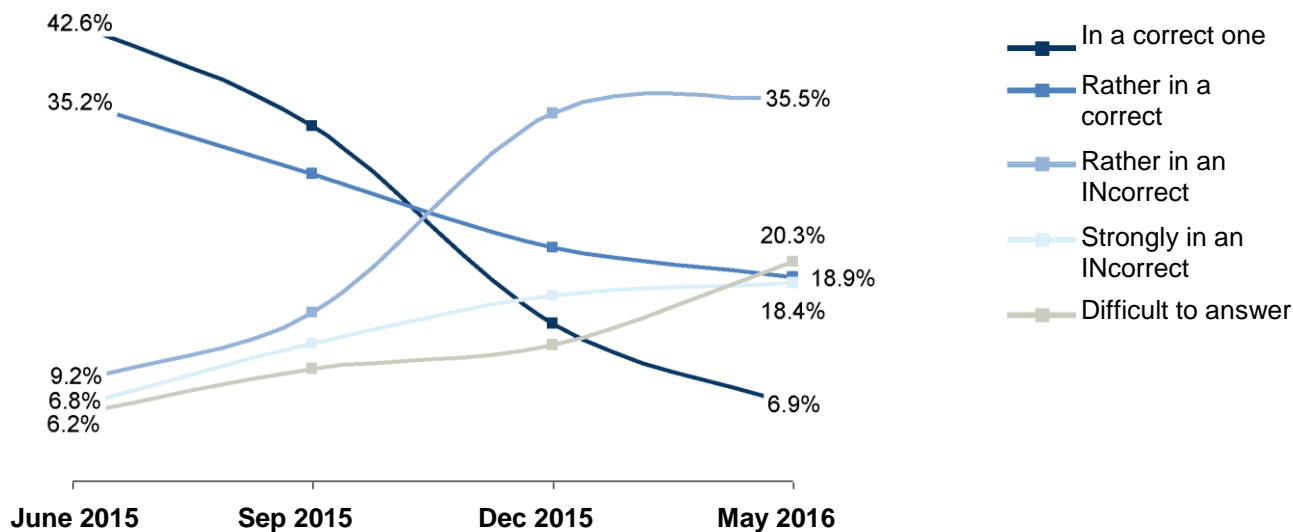
- The first version of the Strategy **does not fulfil the role of the benchmark** for coordinating the actions of all participants in the city's social and economic relations **during the planning of their operational activities** (when making programs of socio-economic development, annual budgets and urban targeted programs)



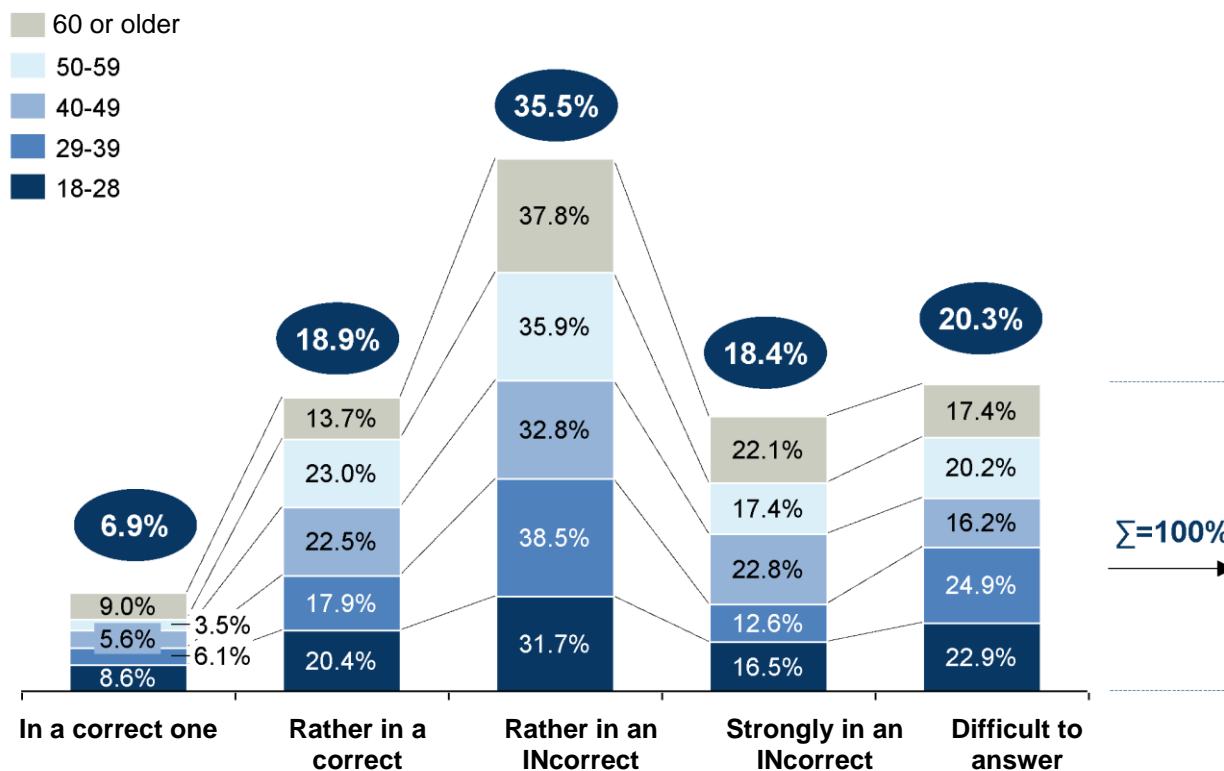


Over the past year, Kyiv residents' confidence in the correctness of the direction of the city development has significantly decreased.

Dynamics of answers of Kyiv residents to the question: "How do you think Kyiv is developing in the right direction?"



The age structure of Kyivans responded to the question "How do you think Kyiv is developing in the right direction?"








Source: Research and Communications Center: Kyiv Omnibus Public Report, Kyiv, May 2016

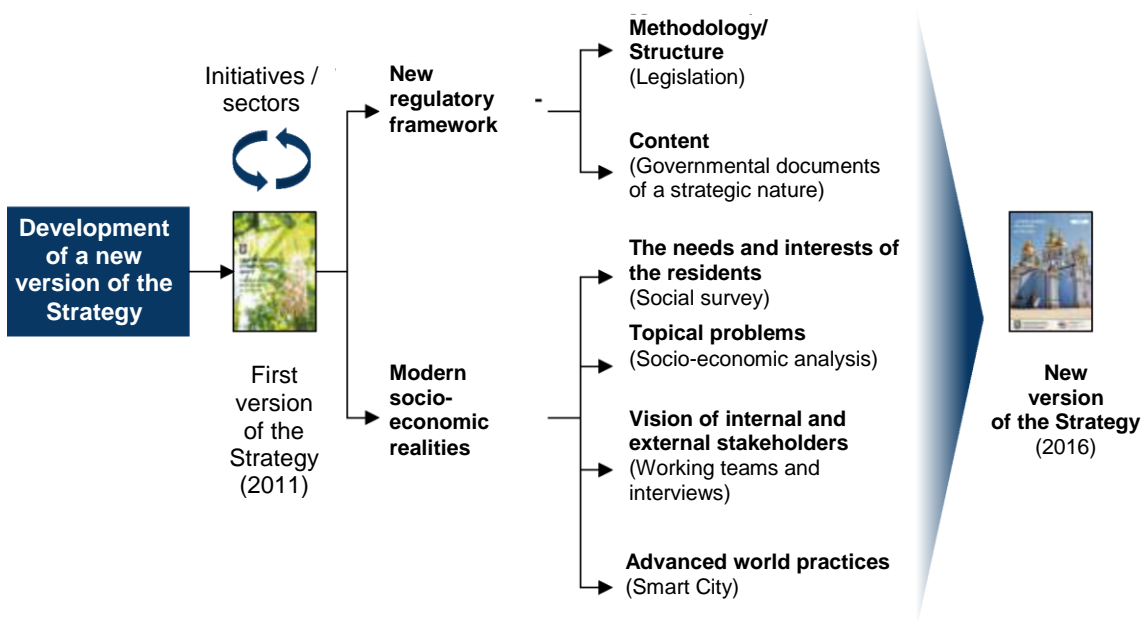


The main task of the preparation process of a new version of the Strategy was to make it understandable and convenient for practical use.

Tasks that were set in the process of preparing a new version of the Strategy

 Fundamental nature	<p>The use of the provisions of the first version of the Strategy (as of 2011) as a fundamental basis for the preparation of a new version, which will be revised in the light of current priorities and requirements</p>
 Comprehensiveness	<p>A new version of the Strategy should aim at maximizing of consideration the of the actual interests of all stakeholders, with the priority of the needs and interests of the residents of Kyiv</p>
 Balance	<p>A new version of the Strategy should aim at finding an optimal balance between all areas of Kyiv's life</p>
 Clarity	<p>A new version of the Strategy should be positively perceived by the direct performers and be understandable for its effective implementation</p>
 Background nature	<p>A new version of the Strategy should be the source document for the development of the medium-term and short-term plans and programmes of the development of Kyiv</p>

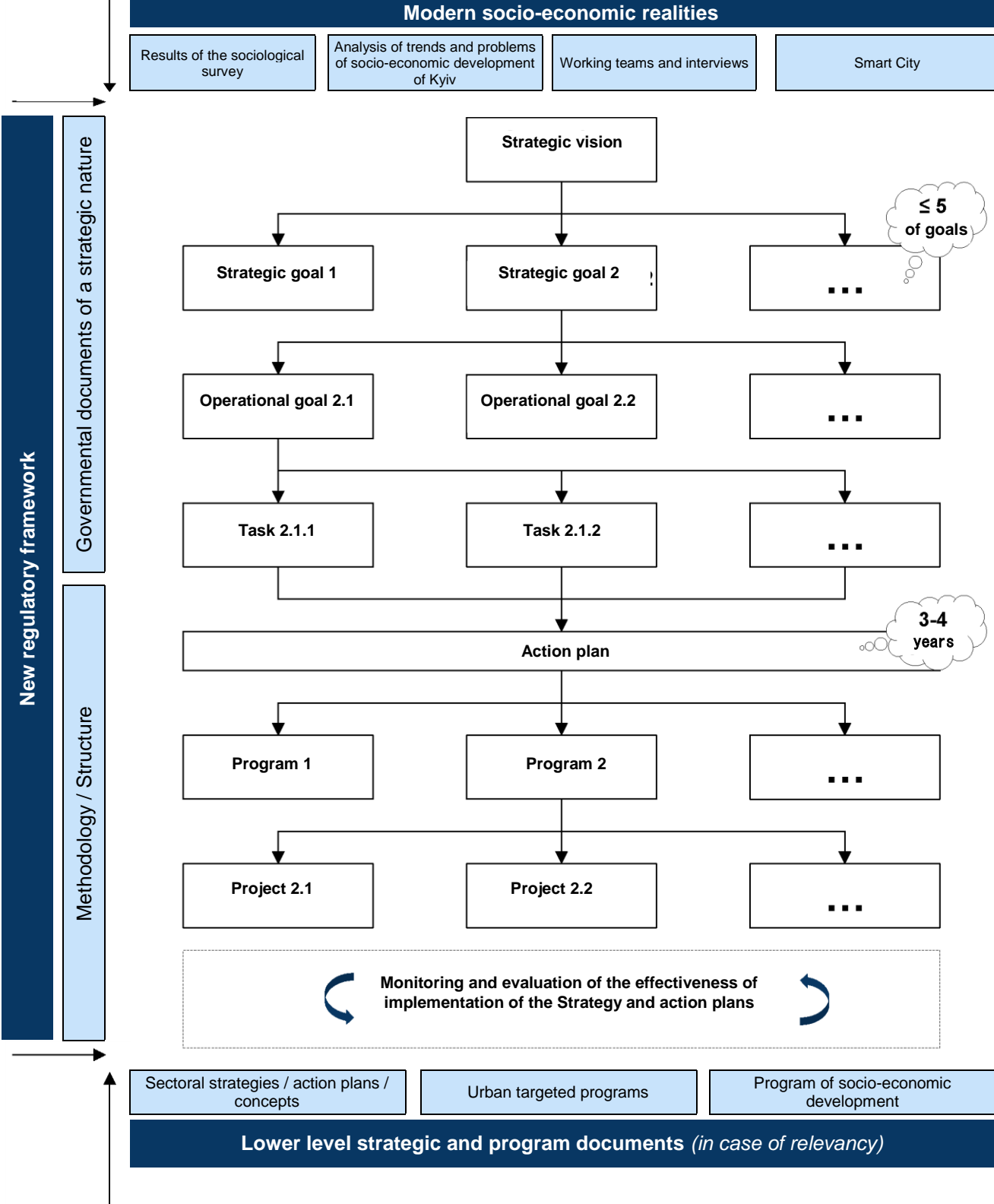
Approach to the process of developing a new version of the Strategy:





The logic of building a new version of the Kyiv City Development Strategy complies with the requirements of Resolution of the Cabinet of Ministers No. 932 dated 11.11.2015.

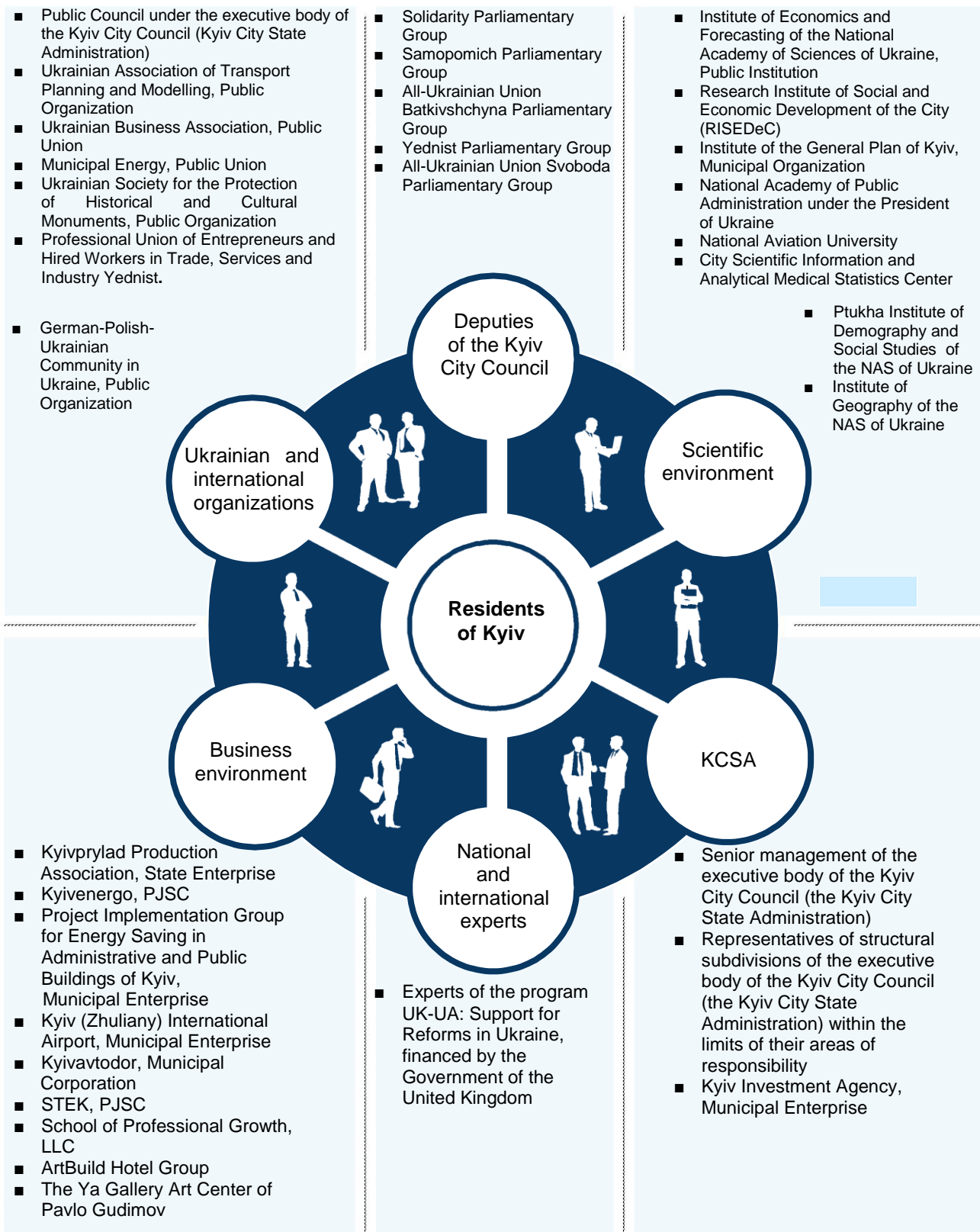
Structure of a new version of the Strategy





A wide range of stakeholders was involved in the preparation of a new version of the Strategy.

Key parties whose ideas were taken into account in the process of preparing a new version of the Strategy:







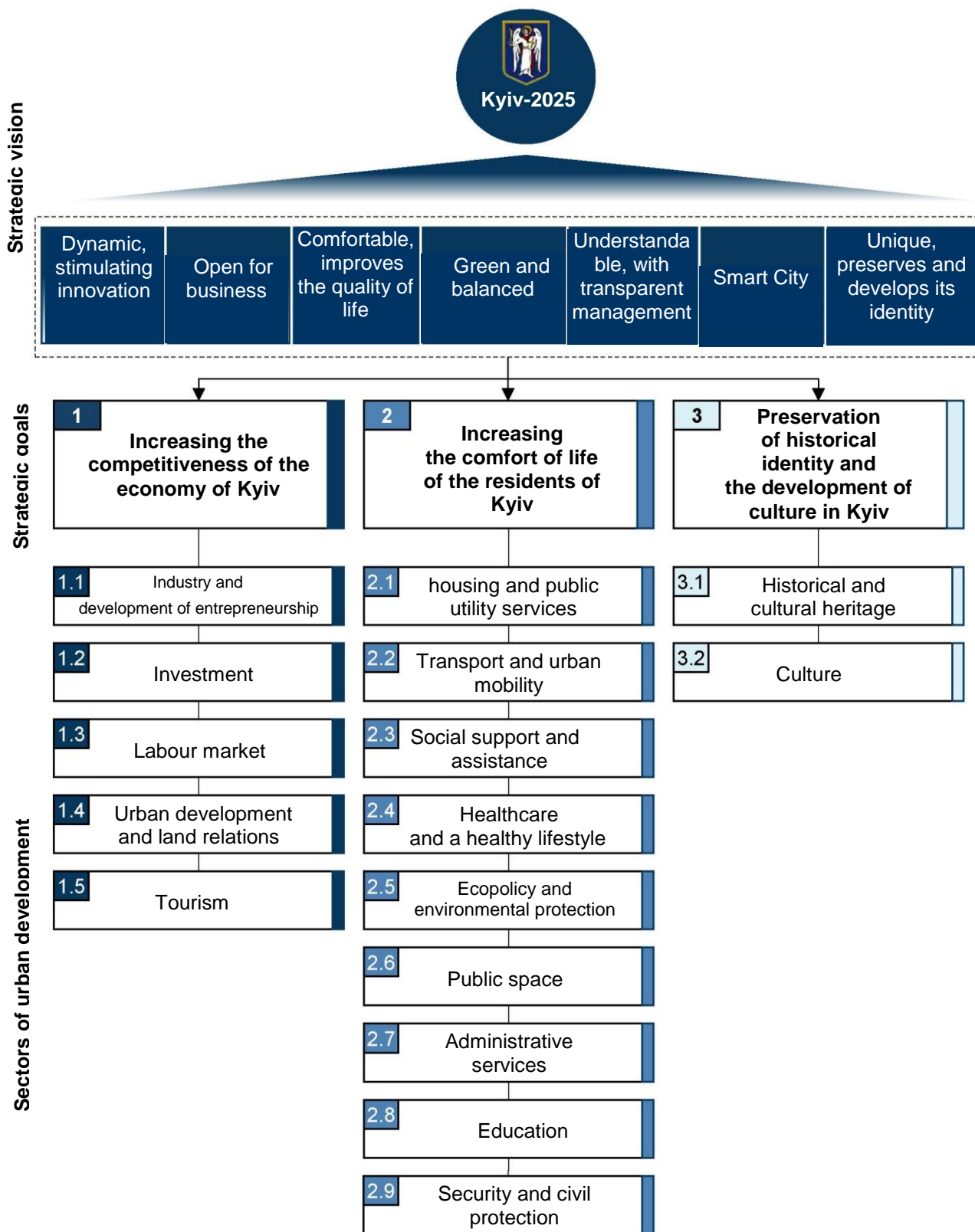
02

**NEW VERSION OF THE
KYIV DEVELOPMENT
STRATEGY UNTIL 2025**



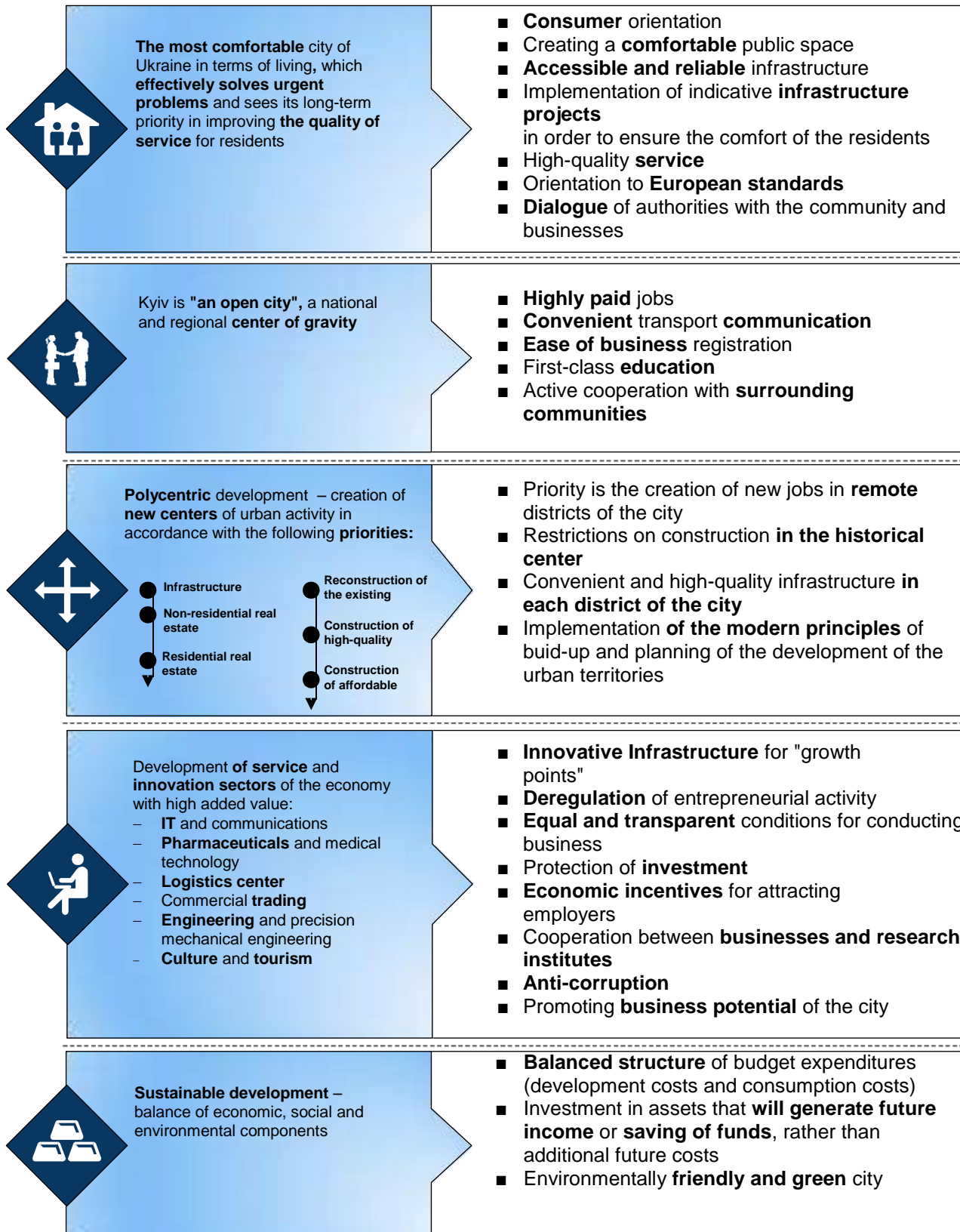
The main strategic goal of the long-term development of Kyiv is to improve the quality of life of its residents, which is determined by the economic welfare and comfort of life in the city with a rich historical tradition.

Long-term vision, strategic goals and sectors of the development of Kyiv



The city leadership sees five key development priorities as part of the determined strategic goals.

Priorities for the development of Kyiv:















A new version of the Strategy should aim at finding an optimal balance between key areas of Kyiv's life









Operational goals of the development of Kyiv *(by sectors of the urban development)*:

<p>1.1</p>  <p>Industry and development of entrepreneurship</p>	<ul style="list-style-type: none"> ■ Stimulating the development of innovation-oriented industrial enterprises in Kyiv ■ Turning Kyiv into a city open for business
<p>1.2</p>  <p>Investment</p>	<ul style="list-style-type: none"> ■ Attracting investment to Kyiv
<p>1.3</p>  <p>Labour market</p>	<ul style="list-style-type: none"> ■ Increasing the employment rate of Kyiv residents ■ Creating conditions for the growth of official salary in Kyiv
<p>1.4</p>  <p>Urban development and land relations</p>	<ul style="list-style-type: none"> ■ Ensuring transparency in land relations ■ Harmonious development of the city, taking into account the interests of the community, business and government
<p>1.5</p>  <p>Tourism</p>	<ul style="list-style-type: none"> ■ Increasing the number of tourists ■ Increasing the duration and improving the comfort of stay of tourists ■ Improving the regulatory framework in the field of tourism ■ Improving the tourism management efficiency
<p>2.1</p>  <p>Housing and public utility services</p>	<ul style="list-style-type: none"> ■ Improving the efficiency of using utilities infrastructure ■ Improving the efficiency of energy consumption ■ Improving the quality of service and improving self-regulatory control system in the sphere of housing and public utility services ■ Attracting apartment owners to housing stock management
<p>2.2</p>  <p>Transport and urban mobility</p>	<ul style="list-style-type: none"> ■ Introducing the principles of sustainable urban mobility ■ Improving road traffic safety ■ Development of public transport and pedestrian area as well as areas for non-motorized vehicles ■ Improving the efficiency of management of the city's transport system
<p>2.3</p>  <p>Social support and assistance</p>	<ul style="list-style-type: none"> ■ Increasing the social security of residents



... each of which has its own development goals and objectives.

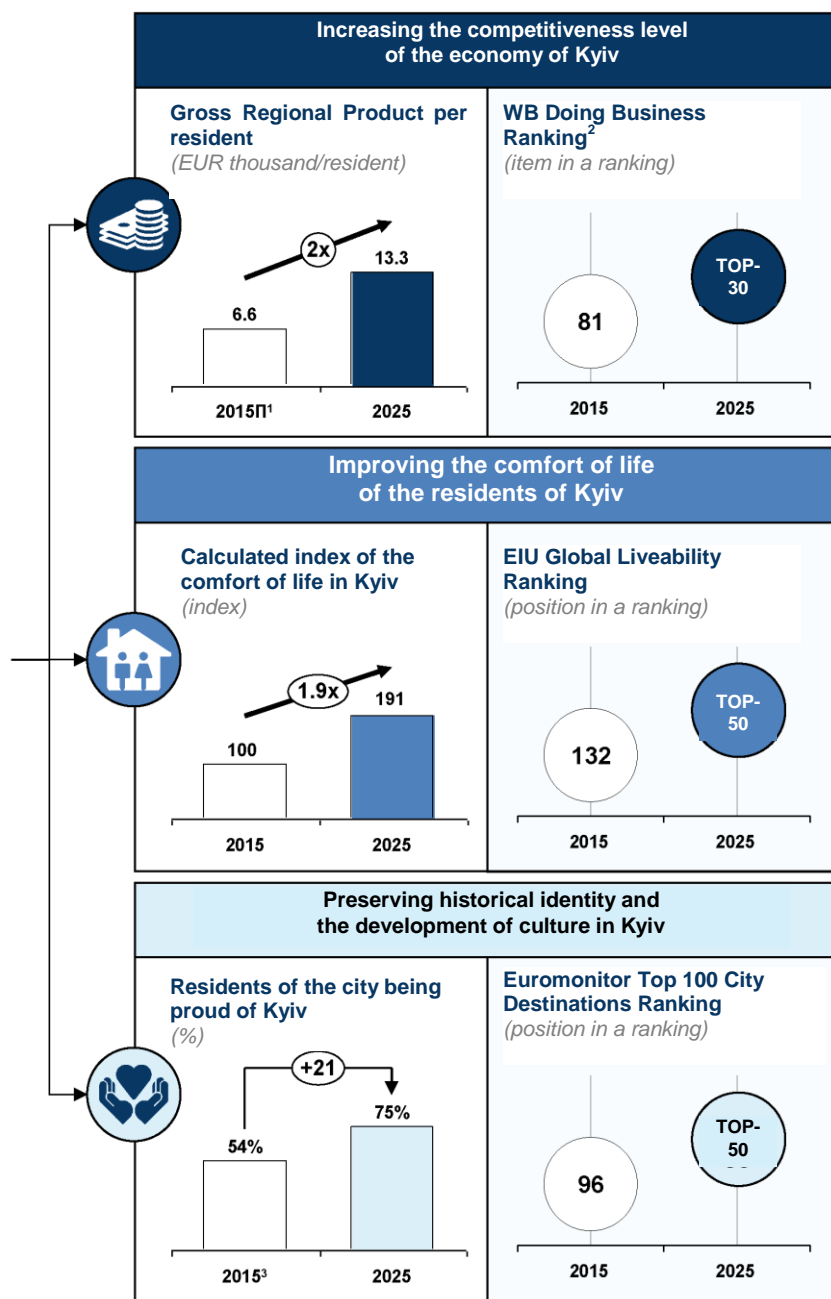
Operational goals of the development of Kyiv (by sectors of the urban development):

<p>2.4</p>  <p>Healthcare and a healthy lifestyle</p>	<ul style="list-style-type: none"> ■ Ensuring high-quality and affordable medicine in Kyiv ■ Improving the effectiveness of the healthcare management system ■ Improving the healthcare financing mechanisms ■ Promoting a healthy lifestyle among the city's residents
<p>2.5</p>  <p>Ecopolity and environmental protection</p>	<ul style="list-style-type: none"> ■ Ensuring ecological safety in the capital and reducing the negative impact on the environment
<p>2.6</p>  <p>Public space</p>	<ul style="list-style-type: none"> ■ Arrangement and development of public space
<p>2.7</p>  <p>Administrative services</p>	<ul style="list-style-type: none"> ■ Creation of a modern and branched system of centers for the provision of administrative services of the European standard ■ Improving the quality of administrative services
<p>2.8</p>  <p>Education</p>	<ul style="list-style-type: none"> ■ Increasing the level of supply of the education infrastructure and its upgrading in accordance with the requirements of the time ■ Improving the relevance and quality of education
<p>2.9</p>  <p>Security and civil protection</p>	<ul style="list-style-type: none"> ■ Reducing crime rates ■ Ensuring civil protection of the population
<p>3.1</p>  <p>Historical and cultural heritage</p>	<ul style="list-style-type: none"> ■ Preservation and development of objects of cultural heritage of Kyiv
<p>3.2</p>  <p>Culture</p>	<ul style="list-style-type: none"> ■ Providing the culture and creative industries with modern infrastructure ■ Upgrading and promoting the cultural supply



The success of the Strategy implementation is measured by both the estimated indicators and the assessments of independent ranking agencies.

Indicators of achievement of the strategic goals of Kyiv:



¹ – The forecast value of GRP in the amount of UAH 160,753/resident is used, according to the Kyiv Social and Economic Development Program for 2016

² – The position of Ukraine in the ranking WB Doing Business 2016 is used, as the study is conducted in Kyiv

³ – According to the survey conducted by Rating Sociological Group on behalf of IRI (02.03.2015 – 20.03.2015)



By 2025, Kyiv has to become closer to the developed Eastern European capitals by the level of economic development and comfort of the residents.

Substantiation of the strategic goals of Kyiv:

- Today, Kyiv **continues to lag far behind** other Eastern European cities by the level of Gross Regional Product (GRP) per capita
- The State Regional Development Strategy Until 2020 provides for the annual growth of the GRP of Kyiv (per capita) **on average by ~7%**⁴
- Support for these growth rates is quite realistic in the long run, so the administration of Kyiv sees a task to ensure the GRP growth per capita in Kyiv **by ~2 times until 2025**⁵
- International rankings are an important tool for **positioning Kyiv on the international scene** and allow to objectively assess the level of competitiveness of the city compared to **3** other cities
- The ranking of **WB Doing Business** is one of the leading international indexes that characterizes the conditions for doing business in the country
- Taking into account the fact that the Ukraine-2020 Sustainable Development Strategy identified the goal of reaching the position in **TOP-30 by 2020**, a study of the indicator, according to the WB methodology is carried out in Kyiv, the city authorities are tasked with **ensuring the achievement of the target**
- **Needs and interests of residents** Kyiv are crucial in shaping the long-term vision of the city's development
- **The comfort of life in Kyiv**, which is determined by the possibility of providing residents with **a high level of service** in all key areas of the city's life, **has a significant potential to increase** compared with similar cities in Eastern Europe
- Given the fact that compared to 2011, the adapted composite index of the comfort of life **increased by only 6%** (with a target value of + 21%) in 2015, it is clear that the main work towards improving the comfort of living of Kyiv residents **is ahead**
- For the objective characterization of the level of comfort of life in Kyiv, an independent (external) index of the comfort of life (**EIU Global Liveability Ranking**) is used along with estimated (internal) index of the comfort of life.
- Due to the deterioration of the overall socio-economic situation in Kyiv, its positions in the EIU ranking, which characterizes the comfort of life in the city, substantially deteriorated in the period of 2011-2015 (from **the 91st** in 2011 to **132nd place** in 2015 out of 140 cities of the world)
- By 2025, Kyiv plans to **enter the TOP-50** cities of the world by the level of suitability for life
- Kyiv is the capital of Ukraine, one of the largest and **most ancient cities in Europe**
- **The historical and cultural identity** of Kyiv has been formed for many centuries, which confirms **the necessity of its preservation and development** taking into account the requirements of the time
- According to a survey conducted by the Rating Sociological Group on behalf of the International Republican Institute (IRI)³ in March 2015, only **54% of Kyiv residents are clearly proud of their city**, while among the top three of the leader cities this figure exceeded 70%
- Kyiv has a significant number of objects of historical and cultural heritage, which are a kind of **hallmark of the capital** and are widely known outside of Ukraine.
- Positioning of Kyiv in such international rankings as **Euromonitor Top 100 City Destinations Ranking** is extremely important in terms of **popularizing Kyiv's identity in the international arena**
- By 2025, Kyiv plans to realize its unique potential and **enter the TOP-50 cities of the world** in the Euromonitor Top 100 City Destinations Ranking

⁴ – From UAH 130,185/resident in 2016 to UAH 171,142/resident in 2020

⁵ – From EUR 6.6 thousand/resident to EUR 13.3 thousand/resident (the average official NBU rate for 2015 in the amount of UAH 24.23/EUR 1 was used for conversion)



In order to objectively evaluate the updated index of the comfort of life ~ 50 indicators were included that characterize key areas of life of the city and have a decisive influence on the comfort of life of the Kyiv residents.

Description of the calculated index of the comfort of life in Kyiv:

Indicators of the status by the sectors of urban development	(weighted ratios ¹)	2015	2025
2.1. Housing and public utility services	(20%)		
2.1.1 Degree of wear of cable lines 0.4-110 kV,%		60	<25
2.1.2 Degree of wear of heating systems,%		66	<25
2.1.3 Degree of wear of Desnianska and Dniprovska water intake plants,%		89	<25
2.1.4 Degree of wear of water supply networks,%		81	<25
2.1.5 Degree of wear of sewage systems, %		72	<25
2.1.6 Total consumption (useful supply) of electricity throughout the city, ths. KW ^h /resident		3.0	2.4
2.1.7 Total consumption (useful supply) of heat by the city, Gcal/resident		3.2	2.6
2.1.8 Total water consumption by the city, m ³ /resident		73	58
2.1.9 Assessment of the quality of public utility services by the residents of Kyiv, points (1-5)		2.3	4.0
2.1.10 Percentage of housing cooperatives in multi-apartment housing stock,%		7.1	30.0
2.2. Transport and urban mobility	(21%)		
2.2.1 Percentage of population which spends no more than 60 minutes on trips by land transport to the city center, %		35	75
2.2.2 Car usage, ratio		0.9	0.5
2.2.3 Number of deaths in an accident, persons/100 thousand inhabitants		4.6	2.3
2.2.4 Distribution of trips by type of transport (modal split),% pedestrians /% cycles /% PT /% car		35 / 0 / 37 / 28	32 / 5 / 37 / 26
2.2.5 Length of lines of communal public electric transport (tram, trolleybus), km/100 thousand residents		43.6	51.0
2.2.6 Annual independent audit of financial statements of Kyivpastrans, Municipal Enterprise; Kyivskiy Metropolitan, Municipal Enterprise; Kyivavtodor, Municipal Corporation; Kyivtransparkservis, Municipal Enterprise with further publication of the auditor's report on official web-sites of these enterprises, yes/no		no	yes
2.3. Social support and assistance	(15%)		
2.3.1 Ratio of differentiation of total incomes of the population (decile), times		3.1 ²	2.5
2.3.2 Number of municipal social facilities requiring major repairs, units		23	<5
2.3.3 Average term of being registered in a preferential housing registry of socially unprotected citizens (at the time of obtaining housing), years		13	5
2.3.4 Unit weight of orphans and children deprived of parental care who are brought up in family forms of upbringing, in the total number of children in this category,%		91	95
2.4. Healthcare and a healthy lifestyle	(14%)		
2.4.1 Expected life expectancy at birth, years		74	77
2.4.2 Mortality of the population of working age, cases/1 thousand residents		3.5	2.6
2.4.3 Numbeo Healthcare Index, place in the ranking		205	<50
2.4.4 Ratio of wages in healthcare sector to the average wage in Kyiv, %		55	100
2.4.5 Provision of the population with doctors of all specialties, persons/10 thousand residents		84	95
2.4.6 Share of the municipal non-commercial enterprises in the structure of public health establishments,%		26	100
2.4.7 Share of Kyiv's budget expenditures on physical culture and sports in total Kyiv's budget expenditures,%		1.3	2.5
2.4.8 Share of population of Kyiv covered by all kinds of physical culture and health work,%		13	25
2.4.9 Share of children studying in children's and youth sports schools to the total number of children under 17, %		12	25
2.5. Ecopolicy and environmental protection	(7%)		
2.5.1 Emissions of pollutants into the atmosphere for a year, t/km ² /year		205	164
2.5.2 Share of disposed waste (to the total volume of generated waste),%		0	25
2.5.3 Area of lands of the nature reserve fund, ths. ha		13	20
2.5.4 Provision with green areas of general use, m ² / resident		21.7	25.0
2.6. Public space	(9%)		
2.6.1 Number of temporary facilities for conducting business, units / 1 thousand residents		2.4	2.1
2.6.2 Share of illegal temporary facilities for conducting business (to the total number of such facilities),%		22.3	<5
2.6.3 Total area of advertising media in Kyiv, ths. m ²		518	288
2.6.4 Share of illegal advertising media (to the total number of such objects) in Kyiv,%		38	<15
2.6.5 Ratio of the number of places in shelters for homeless animals to the total number of such animals,%		12	100
2.6.6 The tool "I am an improvement inspector" is introduced, yes / no		no	yes
2.7. Administrative services	(2%)		
2.7.1 Average waiting time for the applicant in the queue in the Administrative Services Centers, minutes		26	15
2.7.2 Share of administrative services provided electronically to the general list of administrative services provided through the Administrative Services Centers in Kyiv (as of the end of the reporting period),%		5.3	>50.0
2.8. Education	(6%)		
2.8.1 Number of children in public educational institution for 100 places, children		125	100
2.8.2 Average score of the external independent testing of graduates in Kyiv for all subjects, scores		154.6 ³	170.0
2.8.3 Number of higher educational institutions of Kyiv in the TOP-100 ranking of higher educational institutions (HEIs) of Ukraine based on the results of the external independent testing in Ukrainian Language and Literature, units		29	35
2.8.4 Number of scientific and technical extracurricular groups, units/number of HEIs		1.2	2.0
2.9. Security and civil protection	(5%)		
2.9.1 Number of crimes in the city, crimes / 1 thousand residents		23.1	13.7
2.9.2 Making an inventory of civil protection facilities of Kyiv and bringing them to a proper condition (deadline 31/12/2017), yes/no		no	yes
Index of the comfort of life	(100%)	100	191

¹ – Weighted ratios of urban development sectors in the calculated index of the comfort of life in Kyiv were divided based on the survey conducted by the Rating Sociological Group on behalf of IRI (20.01.2016 – 08.02.2016).

² – Data for 2014 (latest available data).

³ – Data for 2016 (data for 2015 are not available).



The Kyiv Development Strategy Until 2025 will only succeed if appropriate conditions for its implementation are ensured.

Key conditions for the successful implementation of the Strategy:



- 1
 - Attraction of funds from the state and local budgets
 - Attraction of funds of private investors and own resources of enterprises
 - Using mixed forms of financing (incl. public and private partnerships, co-financing by residents, etc.)
 - Attraction of funds from international financial organizations and donors
 - Search for supporters and sponsors for the implementation of socially significant projects
- 2
 - Collaboration with the communities of territories adjacent to Kyiv for the implementation of joint projects
 - Extension of the list of partner cities, regions and countries
- 3
 - Establishing interaction with the central executive bodies, the Administration of the President, the Verkhovna Rada of Ukraine and other public authorities for the promotion of urban initiatives
- 4
 - Development of innovative forms of involvement for Kyivans (open governance and e-democracy)
 - Ensuring an effective system of control by the residents of Kyiv
 - Establishing communication between city authorities and external stakeholders
- 5
 - Implementation of the Kyiv Smart City concept
- 6
 - Training of employees of a new generation and their integration into the city management system
 - Implementation of modern information technology in the city management system
 - Reorganization and increase of efficiency of internal processes of city authorities
 - Integration and coordination of individual functions and services of the city in order to optimize the solution of complex problems and accelerate interagency interaction
 - Improvement of monitoring system for municipal enterprises and government-financed organizations
 - Improvement of the system of collecting statistical information for increasing the efficiency of making managerial decisions
 - Ensuring effective asset management of the city

Vision of the future state of the sector:

Kyiv is a city open for business and investment, that stimulates innovation and maintains a competitive environment.



STRATEGIC GOAL:

**INCREASING THE
COMPETITIVENESS LEVEL OF
THE ECONOMY OF KYIV**

SECTOR 1.1.

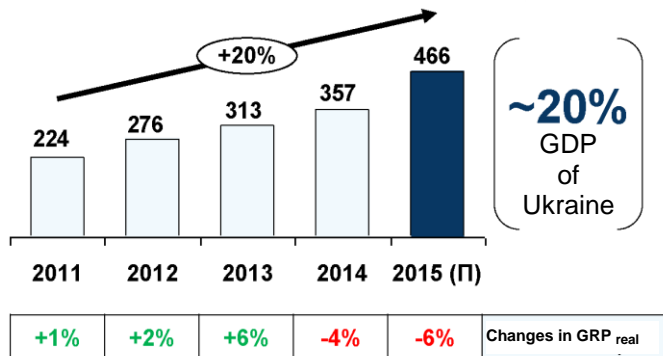
**INDUSTRY AND DEVELOPMENT
OF ENTREPRENEURSHIP**



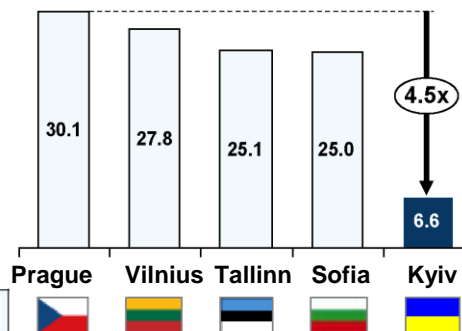
TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

Kyiv is an important economic center of Ukraine, with its share in the country's GDP of ~ 20%.

The nominal GRP of Kyiv
(UAH billion)



Gross Regional Product per resident in 2014 / 2015
(EUR thousand/resident)



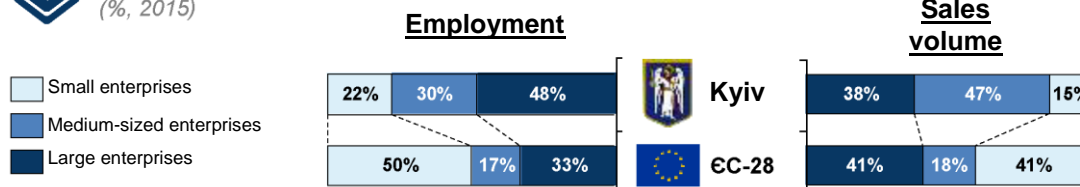
Development of the economy of Kyiv in recent years demonstrates unsustainable dynamics, which confirms different adaptivity of the sectors of urban economy to changes in the socio-economic situation.

Dynamics of product manufacturing by the processing industry of Kyiv
(% as to the previous year)

Types of industrial activity	2011	2012	2013	2014	2015
Manufacture of food, beverages and tobacco products	-4%	-3%	-14%	-16%	-13%
Textile production, production of clothes, leather, leather products and other materials	-9%	+20%	-16%	+4%	+7%
Manufacture of wood products, paper production and printing	+5%	-25%	+3%	-9%	-14%
Production of coke and refined products	-8%	+3%	-	-	-
Manufacture of chemicals and chemical products	-	-	-10%	-3%	-30%
Manufacture of basic pharmaceutical products and pharmaceuticals	-8%	-6%	+8%	0%	-9%
Manufacture of rubber and plastic products, other non-metallic mineral products	+28%	0%	-6%	-14%	+9%
Metallurgical production, manufacture of finished metal products, except machinery and equipment	+2%	-13%	-12%	-14%	+7%
Mechanical engineering, except repair and assembly of machinery and equipment	+7%	-1%	-16%	-27%	+7%

Small and medium-sized enterprises (SMEs) can become one of the driving forces in the growth of the economic potential of Kyiv.

SMEs' contribution to the economy
(%, 2015)



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY

1

Stimulating the development of innovation-oriented industrial enterprises in Kyiv

Development of innovative industrial growth points:

1.1

- Development of a program of long-term economic development of Kyiv in order to identify priority growth points / priority clusters
- Enhancing the preparation of proposals and draft laws on the development of mechanisms for supporting growth points (including the system of preferences and privileges, in particular, the reduction of the size of the land tax, free zones, etc.)
- Formation and support of the development of rapid economic growth zones with a priority location outside the historical center (including through the creation of industrial parks)
- Development and implementation of an action plan for further development of the existing, creation and qualitative development of new industrial zones
- Facilitating the formation on the territory of the city and region of groups of interconnected enterprises and institutions working in related fields, complement each other and thereby enhance the competitive advantages of individual companies and the city as a whole
- Facilitating the cooperation of scientific institutions with the real sector of the economy of Kyiv

Promotion of the production of the industrial complex of Kyiv in the domestic and foreign markets:

1.2

- Development of the information system "Industry and Science of Kyiv" in order to promote the products of the industrial complex of Kyiv in the domestic and foreign markets.
- Organization of exhibitions and contests (incl. "Made in Kyiv", "Best Exporter of the Year", "Capital Quality Standard", etc.)
- Support and involvement of Kyiv producers to take part in international exhibition events, competitions, etc.
- Ensuring the maximum use of the potential of businesses and foreign visits of senior management of Kyiv to promote the production of the industrial complex of the city in foreign markets
- Development of urban targeted programs for manufacturing of products necessary for the capital economy of the industrial complex of Kyiv

Key indicators of the achievement of operational goals by sector:



Industrial Production Index of Kyiv

(%)

CAGR
2015-2025:
>7%

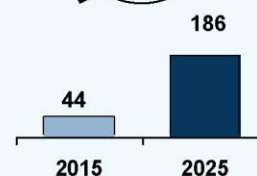


Sales volume per resident

(UAH thousand/resident)

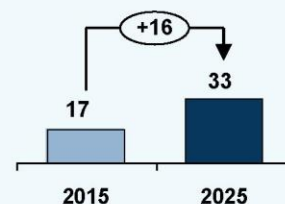


CAGR:
+16%



Share of enterprises engaged in innovations

(%)





Preparing for work in the conditions of approximation to the EU countries:

1.3

- Conducting information and consultation activities on implementation of the EU legislation regarding industrial standards and the EU conformity assessments

2

Turning Kyiv into a city open for business

Creating favourable regulatory conditions for the development of entrepreneurship:

2.1

- Development and submission of deregulation initiatives to the central executive authorities (including on simplification of administrative procedures related to opening, conducting and closing business)
- Introducing a transparent discussion of the draft regulatory acts of the Kyiv City Council and its executive body (the KCSA), including through involving business entities of Kyiv and their associations in assessing costs and economic benefits "Cost and Benefit Analysis" and the M-Test
- Cooperation of the executive body of the Kyiv City Council (the Kyiv City State Administration) with the Business Ombudsman Council

Improving the availability and quality of services of local authorities for business:

2.2

- Development and expansion of activities of the Kyiv City Business Center
- Conducting consultations and training of small and medium-sized enterprises on entrepreneurial activities
- Implementation of online information service for entrepreneurs with the possibility of obtaining a list of all necessary permits and licenses for opening various types of business (virtual business center)
- Conducting and participating in activities of interaction between business and government (forums, coordination councils, etc.)

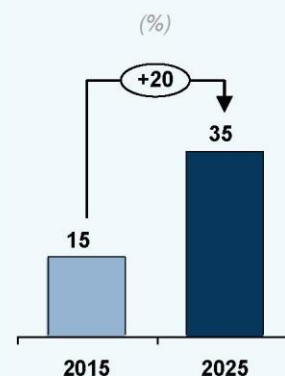
Promoting the development of innovative entrepreneurship:

2.3

- Organization and regular conduct of the Kyiv City Business Projects and Business Plans Contest with support for business development in priority areas for the city.

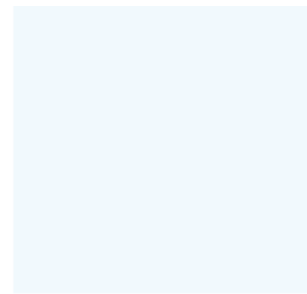


Share of small enterprises in the sales volume (goods, services) of the city





- Conducting and participating in round tables, business meetings, seminars, trainings, etc.
- Support for the creation and development of innovative infrastructure facilities (business incubators, technoparks, start up support programs, co-working centers)



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Share of the EU member states in the structure of export of goods and services of Kyiv	%	31	50
Share of workers employed in small enterprises to the total number of employed in Kyiv	%	22	40
Dynamics of retail turnover of enterprises per capita (in prices of the previous year)	%	-16	>6
Dynamics of real local budget revenues from taxes paid by industrial enterprises of Kyiv (in prices of the previous year)	%	0.3	>0.0
Dynamics of real local budget revenues from corporate profit tax (in prices of the previous year)	%	n/a	>0
Dynamics of real local budget revenues from the single tax (in prices of the previous year)	%	n/a	>0



Patient ID: []
Navigation: All
Last Name: []
Case / Pos: 000604
Date: 31/05/2012
Time: 20:33:05
First Name: []
Asp Mode: Auto
Status: Completed
Instrument: ASTON
Listname: 3705VCB2
Seq #: []
Elapsed: []

Overview | Demographics | CBC Data | Diff Data | Retic Data

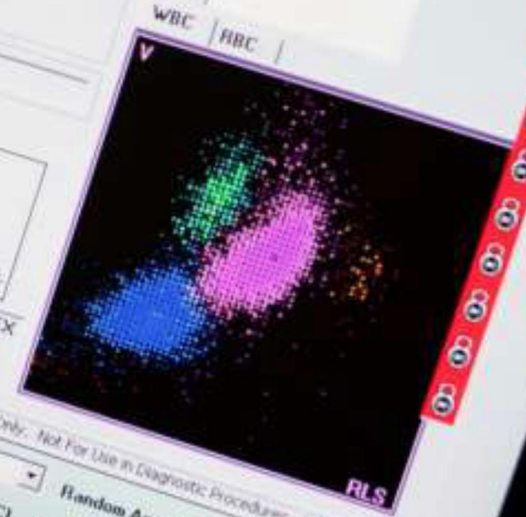
WBC	13.0	H
NE %	59.3	
LY %	34.2	
MO %	5.2	
EO %	1.8	
BA %	0.3	L
NRBC %	0.0	
NRBC #	0.0	
UWBC	14.9	H H
NE #	7.7	
LY #	4.4	H
MO #	0.7	H
EO #	0.1	
BA #	0.0	

RBC	4.56	
HGB	13.9	
HCT	0.419	
MCV	91.9	
MCH	30.4	
MCHC	33.1	
RDW	18.5	H
RDW SD	50.2	H
PLT	183	
MPV	9.2	

Suspect / Definitive
Cellular Interference
Platelet Clumps



Rule Message: [FILM] WBC and PLT Estimate ? PR clumps/Crps/NRBC/Crystals [Review Ids if Diagnostic] [VORTEX] 1-2 min. REANALYSE. CHECK clot/fibrin. [FILM] [PLT] estimate. if clumps 1MP/375? CLOT, FILM, [PLT] morphology/clumps/NRBC



User: LABADMIN

Process Type: AUTO ANALYSIS
Barcode: []

Default Type: CD
Pretube [CBC] Random Access
Body Fluid [CBC]

Vision of the future state of the sector:

Kyiv is an attractive and safe city for investing with transparent and understandable "rules of the game".



**STRATEGIC GOAL:
INCREASING THE
COMPETITIVENESS LEVEL OF
THE ECONOMY OF KYIV**

SECTOR 1.2.

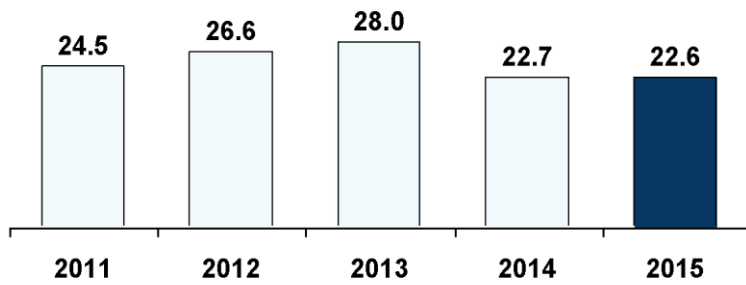
INVESTMEN



TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

In the current situation, which is characterized by the complication of the general socio-economic situation in Kyiv, investment can be the driving force for the development of Kyiv. For this purpose, the city needs to take steps to improve the investment climate and promote its investment potential.

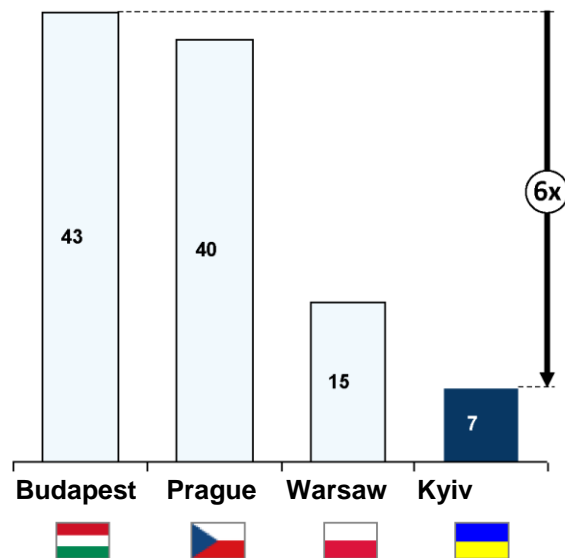
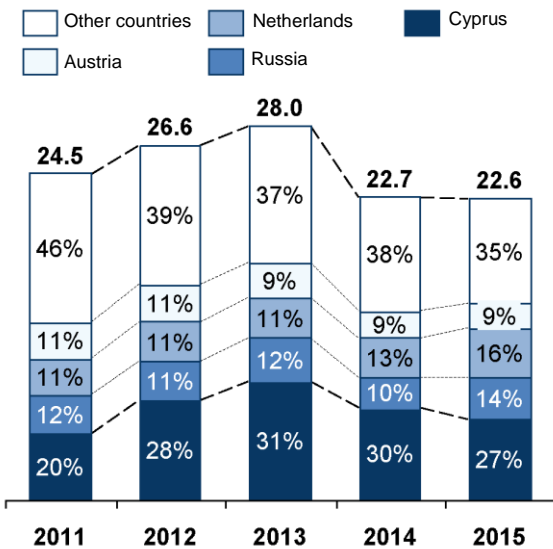
\$ Volume of cumulative foreign direct investment (FDI) in the economy of Kyiv (at the end of the year)
(as of December 31, USD billion)



52%
of cumulative FDI of Ukraine as of the end of 2015

% Share of the largest investor countries in the economy of Kyiv
(as of December 31, USD billion)

\$ / person Cumulative FDI per capita
(EUR thousand/resident)



During the last five years, the share of the four largest investor countries in the economy of Kyiv continued to grow and amounted to more than 65% as of December 31, 2015.

To date, Kyiv continues to lag far behind other cities in Eastern Europe in terms of cumulative foreign direct investment in the city's economy.



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY

1

Attracting investment to Kyiv

Improvement of the investment climate of the capital:

- Simplification of investment procedures in different spheres of city life/economy
- Development of a system of preferences / privileges for investors of priority areas of the city development
- Stabilization of the financial situation of the city (including reduction of the debt burden on the city budget)

1.1

Promotion of the city's investment potential:

- Assessment of the potential and active positioning of Kyiv in international investment events as an attractive center in terms of investment in Central and Eastern Europe
- Conducting information campaigns (including the organization of investment forums and other events) to inform the investment community about opportunities for investing in Kyiv
- Ensuring the maximum use of the potential of overseas visits of senior management of Kyiv to attract the international community to invest
- Permanent cooperation with international ranking agencies (including work on raising the positions of Kyiv in international rankings)

1.2

Development of a new investment process within the city's executive bodies:

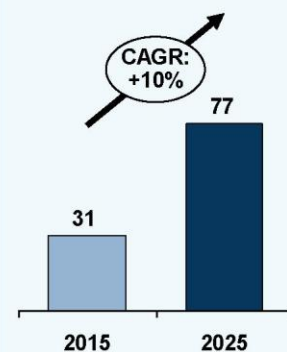
- Creation of information databases of municipal needs and assets
- Formation of a single public register of investment programs and projects
- Development of a "single window" for working with investors
- Development of standards and forms for improving the quality of preparation of investment programs and projects
- Changing the investment planning process (involvement of the private sector, promotion of mixed forms of financing)
- Ensuring a transparent competitive process as part of selecting investors
- Patronage after signing of the investment agreement and the investor's support by the city

1.3

Key indicators of the achievement of operational goals by sector:

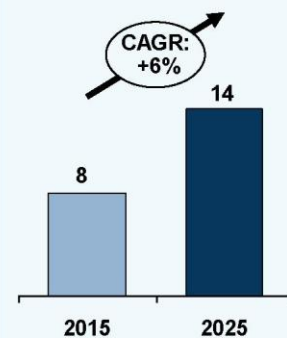


Capital investment per year
(UAH ths. / resident)



Cumulative FDI

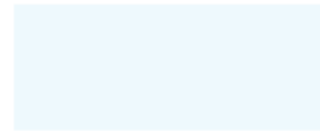
(USD ths. / resident)



...



- Introduction of a project approach to management of investment programs and projects throughout their life cycle on the basis of modern international practices



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Credit rating of the city using the scale of S & P ranking agency (not lower)	credit rating	CCC+	BBB
Creation of a public register of investment projects in Kyiv	yes/no	no	yes
Ratio of the number of signed investment contracts to the number of completed questionnaires of investors (via a single investment portal of the KCSA)	%	0	25
Ratio of the number of concluded investment contracts to the number of investment projects included in the list of objects that need the attraction of investment	%	37	50
Ratio of the number of investment projects included in the list of objects investment that need the attraction of investment to the number of completed questionnaire of initiators	%	13	25



Vision of the future state of the sector:

Kyiv is a city where highly paid jobs are actively created and provided by professional staff



STRATEGIC GOAL:

**INCREASING THE
COMPETITIVENESS LEVEL OF
THE ECONOMY OF KYIV**

SECTOR 1.3.

LABOUR MARKET

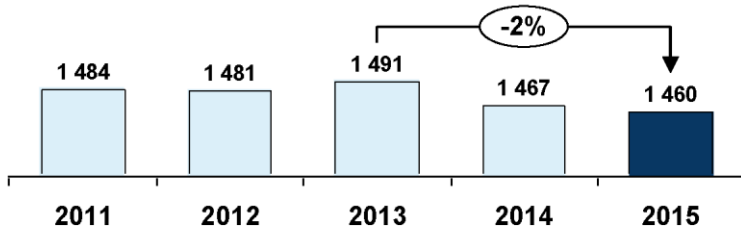


TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

Due to the complication of socio-economic conditions in Ukraine, the situation in the labour market in Kyiv has significantly deteriorated in recent years, which requires the city to pursue a balanced and consistent policy aimed at supporting employment and creating conditions for wage growth.

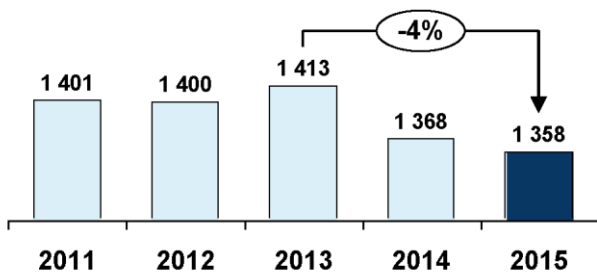


Economically active population of Kyiv at the age of 15-70
(ths. persons)

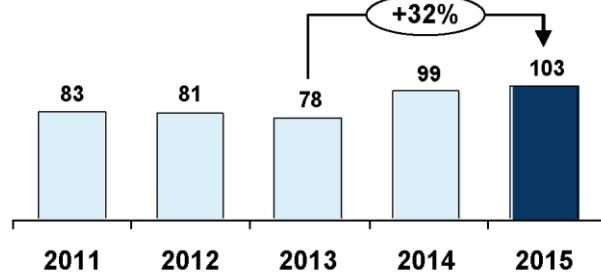


~50%
of permanent population
of Kyiv in 2015

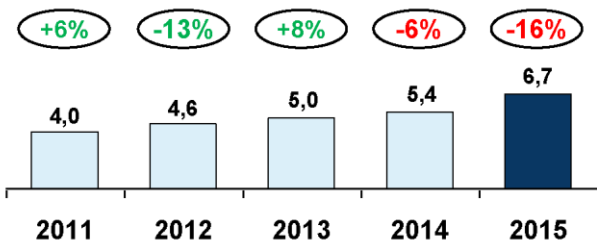
Employed population of Kyiv (aged 15-70)
(ths. persons)



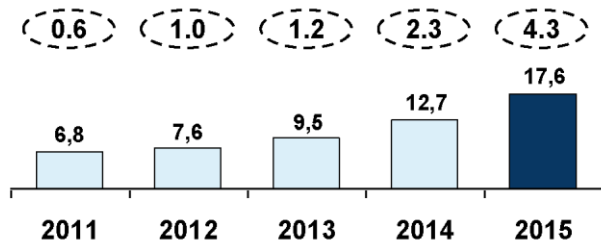
Unemployed population of Kyiv (aged 15-70)
(ths. persons)



Nominal average monthly salary
(UAH ths. / month)



Number of registered unemployed
(average for the period, ths. persons)



x% - change in real wages (in % to the previous year)

x - the number of registered unemployed per one vacancy (as of the end of the year)

Despite the constant growth of nominal wages in Kyiv (14% - the average annual growth rate for 2011-2015), in the recent period there is a significant decrease in its real values. In addition, the negative gap between the availability of vacancies and the number of registered unemployed increases. Under such conditions, Kyiv, in addition to developing the economic base for creating additional labour demand (sector 1.1), aims at creating additional favourable conditions for the growth of the level of employment and official wages in Kyiv.



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY

1

Increasing the employment rate of Kyiv residents

Creation of additional labour demand:

1.1

- Increasing demand in the labour market by creating new jobs in promising sectors of the economy and attracting new employers to the city.
 - Promotion of the self-employment of the residents
- Conducting information and explanatory campaigns among employers on compensation of expenses for the payment of a single social contribution for the employment of the unemployed
- Creation of new workplaces through the implementation of city infrastructure projects
- Creation of temporary workplaces for the summer holidays for students and senior pupils (including through involving joint ventures with foreign representative offices for this purpose)

Increasing the level of awareness of the population about opportunities in the labour market:

1.2

- Development of communications between labour market participants (employment centers, employers, educational institutions, business entities providing employment mediation services, public organizations)
- Improvement of work the employment centers of Kyiv (including by increasing the efficiency of providing services to the population, the use of modern information technologies, etc.)

Upgrading the skills of the workforce:

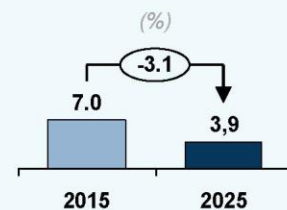
1.3

- Carrying out information and explanatory work among employers on the professional on-site training of workers
- Ensuring the organization of professional training of registered unemployed
- Facilitating the organization of work on the confirmation of the results of informal professional training for skilled workers
- Contributing to the increase of the coverage level of people with disabilities by professional training
- Development and implementation of the system of continuous professional development, including remotely

Key indicators of the achievement of operational goals by sector:

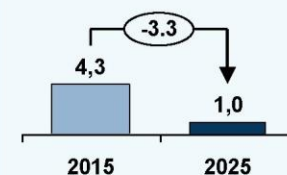


Unemployment rate of the population aged 15-70 (using the ILO methodology)



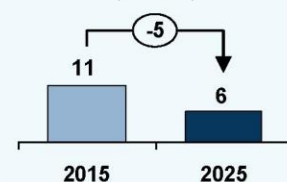
Load on one vacancy as of the end of reporting period

(registered unemployed / vacancy)



Average job search time by unemployed (using the ILO methodology)

(months)



...



- Improvement of the professional orientation of the population, especially young people, towards the professions being in demand in the labour market

2

Creating conditions for the growth of official salary in Kyiv

Formation and development of the civilized labour market in the capital (including legalization of labour relations and withdrawal of wages from the "shadow"):

2.1

- Strengthening coordination between city authorities, supervisory bodies and law enforcement agencies (including through initiating the development of a mechanism for interaction between local state administrations and local self-government bodies with supervisory and law enforcement agencies on issues of legalization of wages and employment of the population)
- Initiating the development of a system of economic incentives to legalize wages (preferences, benefits, tax amnesty, etc.)
- Carrying out information and explanatory work among citizens and employers on negative social and economic consequences of illegal labour relations and payment of wages in "envelopes"
- Enhancing cooperation between associations of labour unions and employers at the city level against illegal employment, "shadow" wage payments



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Employment of registered unemployed (average weighted by months)	% to a number of citizens who had an unemployed status	4	10
Share of unemployed young people aged under 35 to the total number of registered unemployed (as of the end of the year)	%	40	30
Dynamics of real local budget revenues from PIT (in prices of the previous year)	%	-27	>0

Vision of the future state of the sector:

Kyiv is a city with harmonious and balanced development, which develops in accordance with the needs of the community.



STRATEGIC GOAL:

**INCREASING THE
COMPETITIVENESS LEVEL OF
THE ECONOMY OF KYIV**

SECTOR 1.4.

URBAN DEVELOPMENT AND LAND RELATIONS



TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

Ukraine (Kyiv¹) is significantly inferior to its neighbours in the ease of obtaining building permits according to the Doing Business ranking.

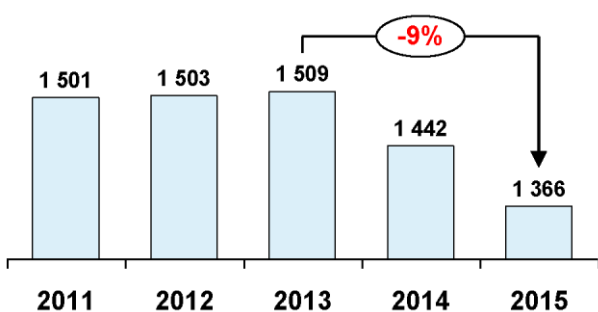
Indicator	Bulgaria (Sofia)	Poland (Warsaw)	Hungary (Budapest)	Romania (Bucharest)	Czech Republic (Prague)	Ukraine (Kyiv)
Obtaining building permits (ranking)	51	52	88	105	127	140
Number of procedures (units)	16	16	23	15	21	10
Time (days)	110	156	179	257	247	67
Cost (% from income per capita)	4.1	0.3	0.2	2.3	0.3	15.2
Quality Control Index in construction (0-15)	13	12	14	13	12	8

¹ – The WB «Doing Business ranking estimates Ukraine based on the analysis of Kyiv.

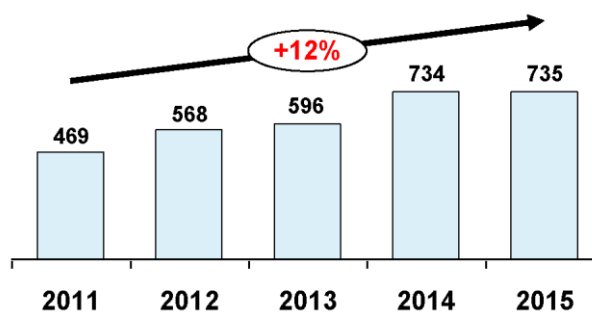
The difficult economic situation and the decrease in the activity of investors led to a reduction in construction volumes in Kyiv and the growth of the volume of carry-over construction.



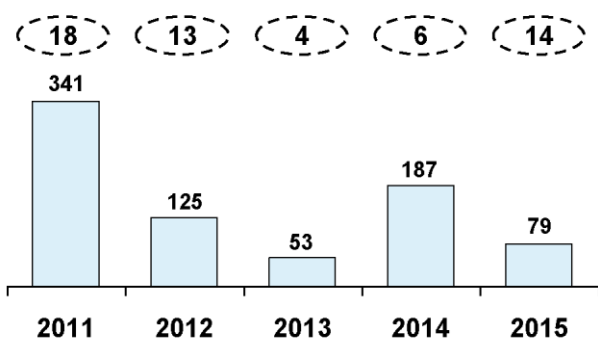
Acceptance of the total living space (ths. m²)



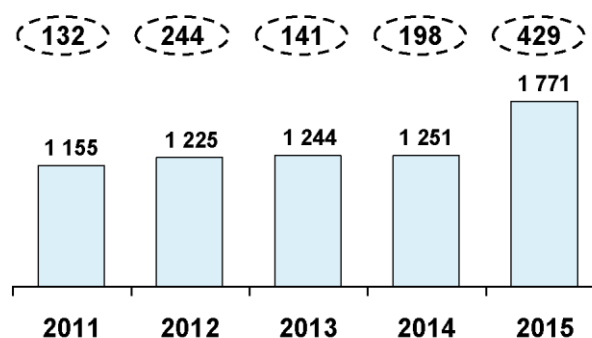
Number of incomplete buildings and engineering structures (units)



Revenue to the city budget from the sale of land UAH mln.



Revenue to the city budget from land lease UAH mln.



X - number of concluded land lease or sale agreements (units)

OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY

1

Ensuring transparency in land relations

Reformation of the land-economic system of the city's territory:

1.1

- Inventory of the city's land, organization of land management and urban land cadastre maintenance (including the updating of the State Land Cadastre), including ensuring the public access to the following information:
 - the register of municipal land and land lease/sale agreements (including the disclosure of the full text of agreements, information on arrears of local taxes and fees)
 - the register of land owners and land users (including tenants)
 - data on free land plots that may be the objects of investment
 - data on the quantity and quality of land plots by categories
 - the list of taxable lands (including, at preferential rates)
 - graphic image of the plot based on topographic surveys and spatial binding
 - up-to-date photographic fixation of land plots
 - data on the determination of linear and plane characteristics on the plot
 - data on designated use of land plots (including functional assignment for the future in accordance with the City General Plan)
 - information about an area allocated for construction
 - information on the form of ownership (owner, user) both on land and on real estate objects in accordance with the approved system of indicators
 - data on availability of engineering networks
 - the estimated value of the land, etc.
- Synchronization of registers/databases (land and city planning cadastres)
- Development of a land management project to determine the boundaries of Kyiv
- Drafting projects of new and improvement of the existing land ownership and land use
- Development of the plan of the land economic structure of the city's territory (in accordance with the General Plan of Kyiv)

Key indicators of the achievement of operational goals by sector:



Dynamics of real local budget revenues from payments for land (in prices of the previous year)

(%)

CAGR
2015-2025:
>0%



- Optimization of the territorial location of industrial enterprises (including taking environmentally dangerous enterprises outside the city)
- Establishment of boundaries of territories with special regimes of use (nature reserves, nature conservation territories, coastal protective belts, etc.)
- Improvement of procedures for the provision of land for construction (including the registration of the right to use land, lease relations and improvement of the functioning of the land market)
- Stimulation of the formalization of titles to land plots (including land plots of housing cooperatives), introduction of a simplified mechanism for the registration of ownership of land by co-owners of a multi-apartment building, in which housing cooperatives/cooperative housing societies are formed, on the basis of the "Single Window" with the financing of the costs of preparing technical documentation for the citybudget
- Stimulating the effective use of land and receiving a fair amount of payment for land, in particular by shifting from the lease of land under real estate objects to buying out/superficies
- Making amendments to local legislation in the field of land legal relations for the purpose of automation of processes and provision of online access, including reforming and automating land sales / land lease rights via electronic bidding (public sale)

2

Harmonious development of the city, taking into account the interests of the community, business and government

Improving the quality of urban planning, taking into account the needs of the community and modern European practices:

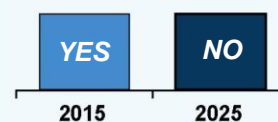
2.1

- Development and approval of a new General Plan, as well as relevant urban planning documentation (including zoning plans, detailed plans of territories), taking into account the existing sectoral development concepts and European regulations/standards in the field of sustainable urban planning and construction
- Conducting an independent expert examination of the draft General Plan of Kyiv with the assistance of international experts
- Development and implementation of mechanisms of public engagement in city planning decisions in accordance with modern European practices
- Implementation of the procedure for strategic environmental assessment and other types of expert examinations and assessments provided for by the European legislation in the development of the General Plan of Kyiv
- Development of the city's landscape plan, making an inventory of landscapes



New approved City
General Plan

(yes/no)



- Development of the Concept of Preservation and Development of Landscapes of Kyiv
- Implementation of modern regulatory and legislative framework for urban spatial planning
- Development of the Concept of Spatial Development of Kyiv (including the modern principles of urban development, organization of improvement of the environment cohesion and the quality of recreations), including:
 - Identification of tools for the finishing problematic residential buildings /protracted construction (including with the involvement of municipal enterprises) and their finishing
 - Development and phased implementation of the program of comprehensive reconstruction of blocks of obsolete residential buildings ("Khrushchev buildings", panel buildings of the first period of industrial housebuilding, etc.)
- Introduction of competitive design in the field of development of urban planning documentation, architectural planning and objects of landscape architecture

Implementation of a transparent development system of urban space objects:

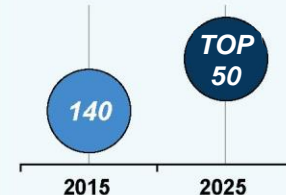
2.2

- Implementation of information and analytical tools for the adoption of managerial urban-planning decisions (including monitoring of development, tools for analysing the use of urban areas, the current state and dynamics of infrastructure development, modelling of urban planning situation, etc.)
- Making inventory of urban space objects and development of the system of urban planning cadastre, including ensuring public access to current information on the sale / lease of municipal property objects (including disclosure of the full text of contracts, information on arrears on payment of local taxes and fees, etc.)
- Ensuring the development of the existing and creating a new social and engineering and transport infrastructure (and not an excessive use of the existing resource)
- Reformation of the institute of share holding in the creation of engineering and transport as well as social infrastructure
- Improvement of procedures for obtaining documents by customers that give the right to perform preparatory and construction works, acceptance of completed objects (including accompanying documents and procedures)
- Disclosure of information on all the developer's documents required for the construction of projects (including permits for construction, urban planning conditions and restrictions, design estimates, etc.)
- Initiating changes to state building codes in order to ensure their compliance with modern requirements



Position in the WB Doing Business ranking in the category "Obtaining building permits"

(position in the ranking)



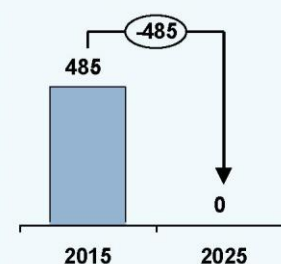
Dynamics of real local budget revenues from payment of real estate tax (in prices of the previous year)

(%)



Number of construction objects that violate urban planning, land or building legislation

(units)





Improvement of control in the field of land relations and construction:

2.3

- Implementation of an effective system of architectural and building control / building police
- Initiation of legislative changes to increase responsibility (including material) for non-registration of land use, unauthorized occupation of land plots and construction without permission, as well as entrusting local authorities with additional control powers
- Preventing the adoption of questionable / illegal decisions by the Kyiv City Council/ structural subdivisions of the KCSA (influence of the Mayor on these processes, in particular through the veto mechanism)
- Detection and return of spontaneously occupied areas, bringing them to a state suitable for further use
- Implementation of urban planning monitoring and development of the Center for Monitoring the Development of Kyiv
- Development of the potential of the city community to control violations through modern technology (mobile applications, electronic portal, etc.)
- Improvement of lease relations through ensuring the city's rights

GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Share of the area of the city's lands covered by the inventory and included in the urban land cadastre (in the total area of the city's land)	%	86	100
Area of land plots of Kyiv occupied in violation of the legislation	ha	4.5	0.0
Number of land lease agreements, under which the rent amount is less than 3% of the normative monetary evaluation (as of the end of the year)	units	1,632	0
Ratio of the amount of arrears of rent payment for land (as of the end of the reporting period) to the amount of rent actually paid for land plots (during the reporting period)	%	13.5	<10.0
Ratio of the amount of land tax arrears (as of the end of the reporting period) to the amount of the actually paid land tax (during the reporting period)	%	24.4	<10.0
Ratio of the amount of arrears for payment of share holding (contributions) in the development of social and engineering transport infrastructure of Kyiv and under the compensation contracts for the land development of the territory in accordance with the concluded contracts (as of the end of the reporting period) to the amount of the actually paid share (contributions) for development social as well as engineering and transport infrastructure of Kyiv and according to the contracts on compensation for the engineering preparation of the territory according to concluded contracts (during the reporting period) without taking into account the inflation and penalties	%	223	<10
Implementation of the UNESCO requirements for observance of development regimes in the buffer zone of the Saint Sophia Cathedral and Kyiv Pechersk Lavra	yes/no	yes	yes

Vision of the future state of the sector:

Kyiv is an attractive tourist center that is widely known outside of Ukraine.



STRATEGIC GOAL:

**INCREASING THE
COMPETITIVENESS LEVEL OF
THE ECONOMY OF KYIV**

SECTOR 1.5.

TOURISM



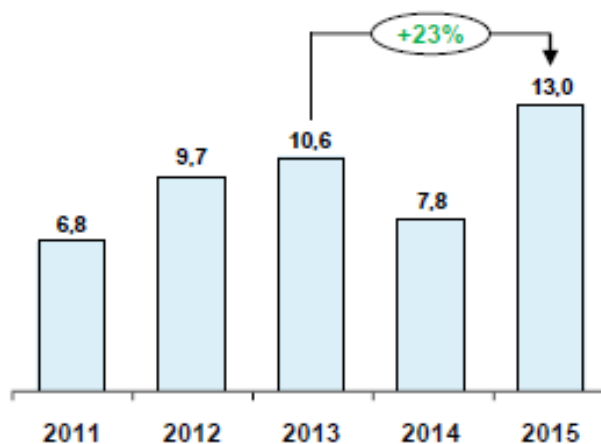
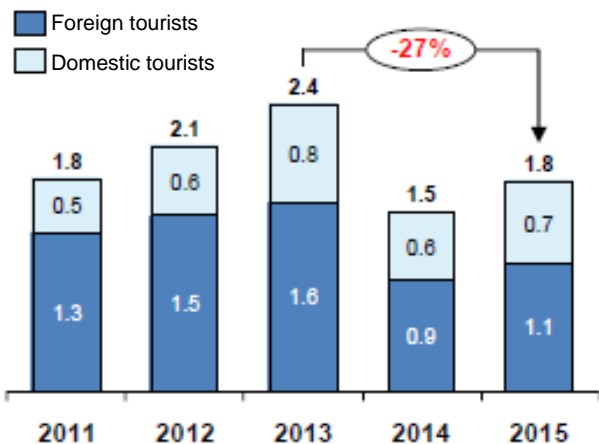


TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

Significant reduction in the number of tourists in recent years in Kyiv has shown the need for pursuing a policy of stimulating the tourist industry in the capital, which, in turn, will have a positive impact on local budget revenues.

Number of inbound tourists in Kyiv
(mln. people)

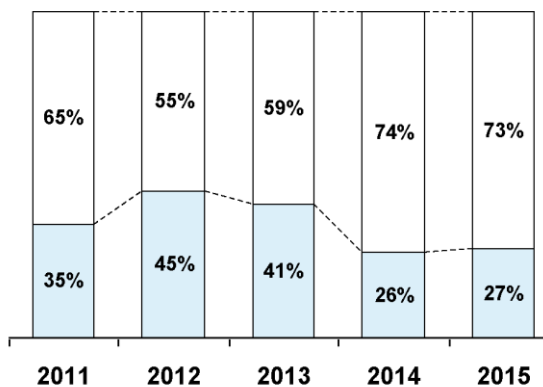
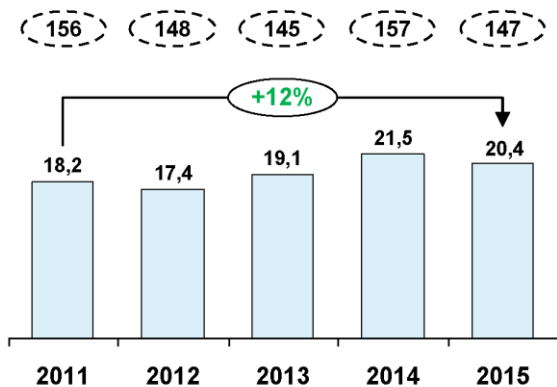
City budget revenues from the collection of tourist fees
(UAH mln.)



Introduction of modern approaches to stimulating tourist activity in Kyiv, it will be possible to increase the indicator of occupation of the room stock of the collective accommodation facilities, which in recent years has been low and has significant potential for improvement.

Number of places in the collective accommodation facilities of Kyiv
(thousand places)

Average annual occupation of the room stock¹
(%)



- the number of collective accommodation facilities in Kyiv (units)

Share of occupied rooms (%)
 Share of unoccupied rooms (%)

¹ – Data on the average annual occupation of the room stock of hotels and similar accommodation facilities



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY

1 Increasing the number of tourists

Promotion of Kyiv as a tourist center:

1.1

- Development of the marketing program of tourism development in Kyiv
- Ensuring further filling and promotion of the tourist portal, listing of the city in the register of TOP-10 international websites for travellers and tour operators
- Promotion of tourism potential and brand of the city through holding PR events and participation in international tourist events (fairs, conferences, etc.)

Development of event and business tourism:

1.2

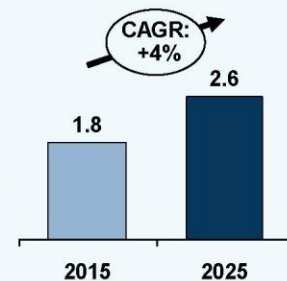
- Promotion of large cultural, sports, business events in the city (e.g., festivals, exhibitions, fairs, conferences, etc.), as well as their inclusion in the calendar of events in Kyiv
- Creation of the official convention bureau of the city, presentation of the business potential of the capital on the international scene
- Creation of conditions for the development of modern types of tourism (including wedding tourism, gastronomic tourism, etc.)

Key indicators of the achievement of operational goals by sector:



Number of inbound visitors

(mln. people / year)



2 Increasing the duration and improving the comfort of stay of tourists

2 Increasing the duration and improving the comfort of stay of tourists

Improvement of tourism infrastructure:

2.1

- Arrangement of pedestrian zones, tourist attractive places and recreation areas, tourist excursion transport stops in the city center
- Stimulation of the development of new and modernization of the existing accommodation facilities (including small ones)
- Provision of basic tourist places with navigation and sanitary facilities
- Creation of tourist centers and installation of terminals for informational support of tourists

Improving the quality of service for tourists:

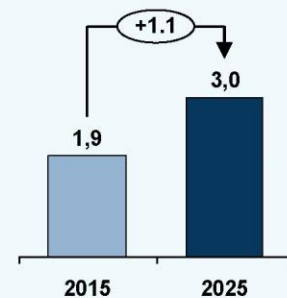
2.2

- Creation and maintenance of the hotline, legal and informational assistance services for tourists in Kyiv



Average duration of stay of tourists

(days)



...

- Creation of applications for personal devices for obtaining tourist routes and information (including the Kyiv City Guide mobile application)
- Creation of a single tourist ID-card of a guest of the capital and establishment of cooperation with international tourist card systems and programs

Development of tourist supply:

2.3

- Making inventory of objects of tourist and recreational significance
- Development of excursion business (including the development of excursion services, extension and improvement of the subject areas of excursions, refresher training and certification of guides and -translator guides, coordination of activities and support of public associations of staff engaged in excursion field)

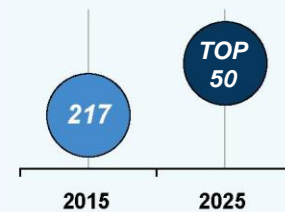
Increasing security level:

2.4

- Creation of an explanatory guide for working with foreign tourists and conducting appropriate training for the Kyiv police
- Conducting of the Kyiv Safe & Nice information campaign

Overall position of the city in the Numbeo ranking Safety Index

(item in a ranking)



3

Improving the regulatory framework in the field of tourism

Drafting proposals on amendments to legislative acts:

3.1

- Making amendments to legislative acts on the allocation of funds received from the collection of tourist fees for the development of tourism
- Renewal of permissions for the right to provide tourist support and licensing travel agency activities
- Initiation of the transfer of authority for licensing tour operator activities and categorization of accommodation facilities to local self-government bodies

Dynamics of real local budget revenues from the tourist fee (in prices of the previous year)

(%)



4

Improving tourism management efficiency

Improving co-ordination in the field of tourism:

4.1

- Creation of a separate structural unit of the KCSA for tourism issues and the relevant coordination council



4.2

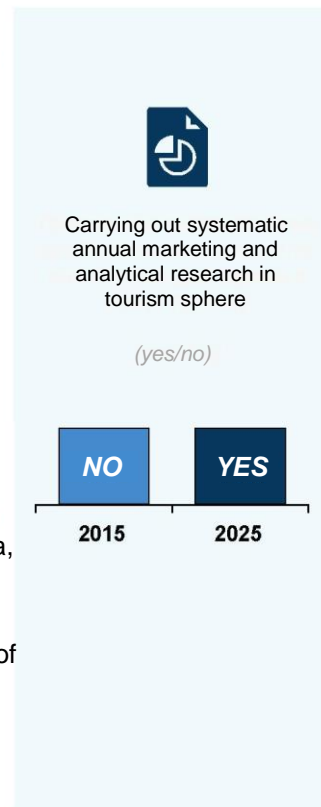
Exchange of experience and cooperation:

- Creation of a unified platform on the basis of the KCSA for regular interaction with the representatives of the private sector, public organizations and associations (including organizers of events, tourist operators, etc.)
- Organization of cooperation and exchange of experience on the development of tourism industry with international tourist organizations (e.g. UNWTO), other cities of Ukraine and world

4.3

Improvement of the system of monitoring and analysis of the development of the tourism sector

- Improvement of the collection and processing of statistical data, analysis and planning of tourism activities
- Carrying out marketing researches to determine the quality of hotel industry services, quantitative and qualitative indicators of tourist flows



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Average annual occupation of the room stock of the collective accommodation facilities (legal entities)	%	30	68
Number of unique visitors to the city tourist portal	ths. visitor / year	65	250
Share of revenues from tourism in the GRP of Kyiv	%	0.5	>2.5
Number of international information companies / activities conducted to promote the city's tourism potential	units / year	13	25
Number of places in collective accommodation facilities	ths. units	20.4	25.0
Number of downloads of the Kyiv City Guide mobile application to the personal devices (after creation)	ths. units	0	25



ДИПЛОМАТ

Космос Ассонис

Vision of the future state of the sector:

Kyiv is a modern energy-efficient city that provides the residents with the necessary European-quality housing and public utility services.



STRATEGIC GOAL:
**IMPROVING THE COMFORT
OF LIFE OF THE RESIDENTS
OF KYIV**

SECTOR 2.1.
**HOUSING AND PUBLIC
UTILITIES SERVICES**

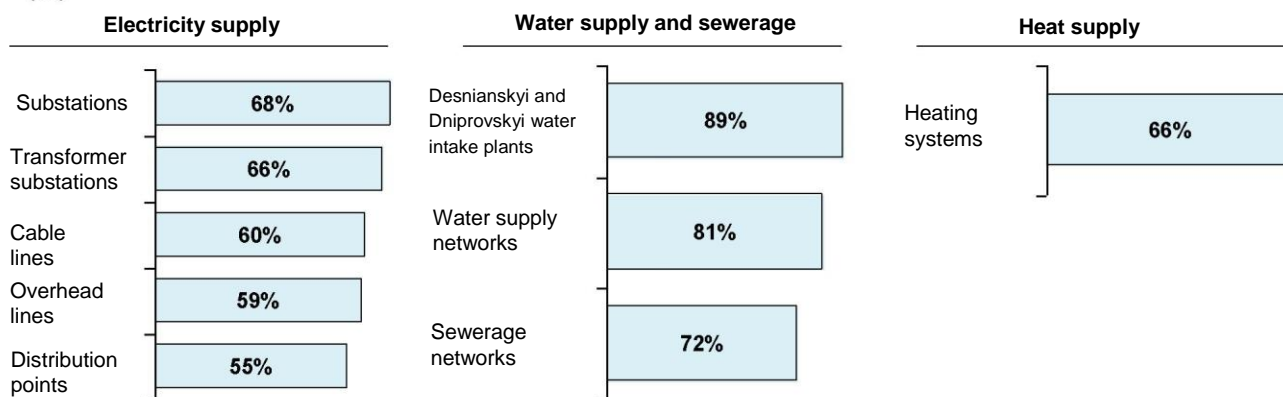


TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

Today, the vast majority of public utilities infrastructure in Kyiv needs modernization due to the high level of wear.

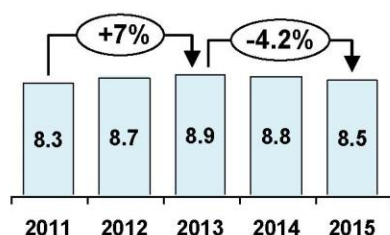
Level of wear of public utilities infrastructure in Kyiv

(%)

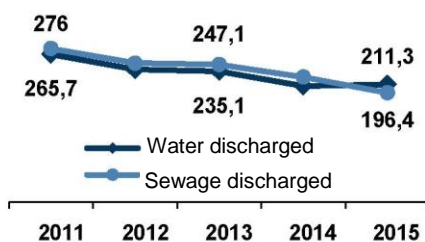


In recent years, there has been a tendency towards a reduction in the consumption of resources (electricity, water and heat) due to a number of factors, in particular, the reduction of production activity and the introduction of accounting.

Volumes of electricity consumption

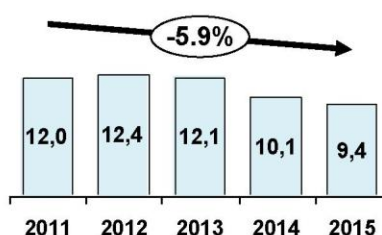


Volumes of water discharge and sewage disposal



Heat consumption volumes

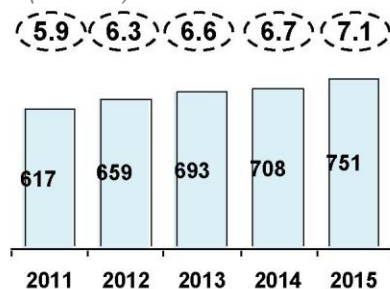
(bln. Gcal)



Despite the considerable potential of housing cooperatives as a tool for monitoring the quality of public utility services, the rates of creation and overall assessment of their activities in Kyiv remain low.

Rates of creation of housing cooperatives in Kyiv

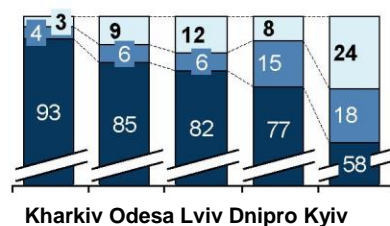
(houses)



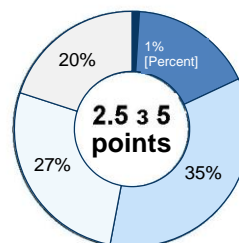
(x%) - Percentage of housing cooperatives in multi-apartment housing stock

"Did the creation of housing cooperative contribute to solving problem issues in your house?"¹

■ Yes ■ No □ Difficult to answer



Assessment of the quality of work of utilities of the city²



□ 1 point □ 2 points □ 3 points
■ 4 points ■ 5 points

¹ - All-Ukrainian municipal survey conducted by Center for Insights in Survey Research in January-February 2016.

² - Sociological survey Kyiv Omnibus conducted by Active Group in May 2016.

OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Improving the efficiency of using utilities infrastructure

Modernization of existing and building new infrastructure:

General information

- Determination and implementation of effective mechanisms of management of the heat energy sector of Kyiv in order to provide residents with high-quality and affordable public utility services.
- Initiating the development of new methods of tariff formation (including incentive) at the national level and participation of Kyiv in pilot projects on their implementation
- Refusal of subsidies from the city budget and bringing tariffs for the maintenance of a housing stock to an economically justified level irrespective of the forms of management (starting from 2018)

Power industry

- Modernization of electric and heat generating capacities and elimination of ineffective ones, prohibition of the use of coal as a fuel for heat and power plants in the territory of Kyiv from 2023, except for plants rebuilt using the technology of circular fluidized bed (CFB), equipped with a system of chemical treatment of flue gases
- Repair, renovation and building up of electric and thermal pipelines and networks (including optimization of the city power supply scheme)
- Implementing intelligent mechanisms for forecasting energy consumption in order to reduce excessive generation (information and analytical systems and software systems for consumption forecasting).
- Creating favourable conditions for the development and use of alternative and renewable energy sources

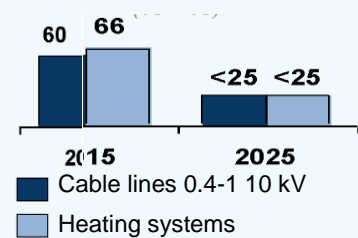
Water supply and sewerage

- Reconstruction of the Bortnytska Aeration Station
- Reconstruction of the existing treatment facilities at Desnianska and Dniprovska water intake plants
- Replacement and sanitization of worn out, as well as building up of new water supply networks (including optimization of the water supply scheme of the city)
- Development of urban centralized sewage through further construction and reconstruction of collectors and networks
- Reconstruction of sewage pumping stations with the introduction of energy saving technologies
- Application of new technologies for rational water consumption, increasing the efficiency of wastewater treatment and preventing pollution of water bodies
- Construction of low-capacity wells for the restoration of pump-room complexes

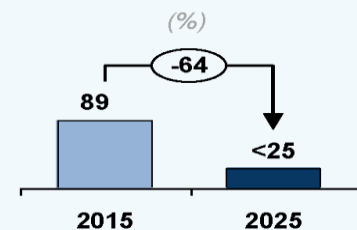
Key indicators of the achievement of operational goals by sector:



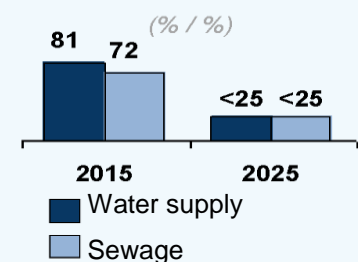
Degree of wear of cable lines 0.4-1 10 kV and heating systems



Degree of wear of the Desnianska and the Dniprovska water intake plants



Degree of wear of water supply and sewerage networks





Housing and elevator systems

- Reconstruction, modernization and replacement of outdated and worn out elevators (including dispatching systems)
- Implementation of a comprehensive program of complete overhaul of housing stock with the use of energy saving technologies and equipment following the principle of co-financing with residents (owners of housing)

2

Improving the efficiency of energy consumption

Energy saving of public utility and government-financed sector

2.1

- Carrying out comprehensive thermo-modernization and thermosantation (including using ESCO-mechanism)
- Implementation of energy-saving technologies
- Modernization of electric equipment and lighting
- Creation of remote monitoring and energy consumption management systems

Energy saving in housing:

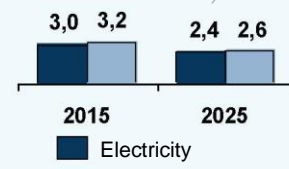
2.2

- Equipping of buildings with energy meters
- Implementation of heat consumption regulation systems (individual heat points)
- Integrated thermo-modernization and thermosantation, including through the use of ESCO-mechanism, co-financing with citizens, introduction of a lending system
- Creation of a center for energy efficiency in Kyiv and the introduction of a system of education and information on energy saving issues



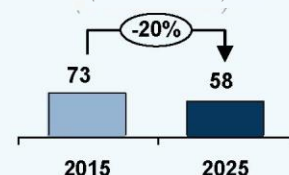
Total consumption (useful supply) of electricity and heat by the city

(ths. kWh / resident and Gcal/resident)



Total water consumption by the city

(m³ / resident)



3

Improving the quality of service and improving self-regulatory control system in the sphere of housing and public utility services

Legal support of the regulatory and control activity of housing and public utilities inspection in Kyiv:

3.1

- Creation of a legal basis for implementation of the system of control over the activity of providers of housing and public utility services of all forms of ownership
- Introduction of the EU standards in the sphere of protection of the rights of consumers of housing and public utility services

- Implementation of the quality assessment systems for public utility services

Ensuring the further development of the Center for Public Utilities Services:

3.2

- Development of territorial units of the Center for Public Utilities Services
- Transfer of services in electronic format (via electronic portal)

Ensuring compliance of the quality of public utility services with the approved standards:

3.3

- Initiation of the introduction of the EU standards in the field of public utilities
- Implementation of a monitoring system and sanctions for non-compliance with the established norms for the quality of public utilities

Ritual services:

3.4

- Construction of a new urban crematorium

4

Attracting apartment owners to managing the housing stock

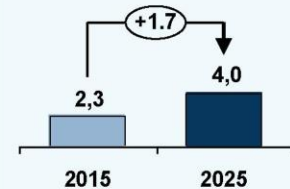
Participation of owners in the management of housing stock through the creation of housing cooperatives:

4.1

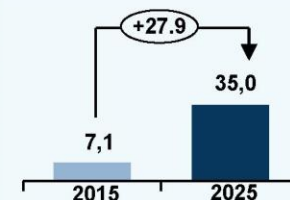
- Initiation of improvement of legislative conditions and reduction of barriers for the creation of housing cooperatives, formation of a competitive environment in the market for provision of housing stock management services
- Encouraging the creation of housing cooperatives through mechanisms for reimbursement for administrative expenses for incorporation and registration from the city budget
- Supporting the creation and operation of housing cooperatives, including the introduction of targeted training programs and carrying out information and explanatory activities
- Creation of a monitoring and control system over housing stock management
- Approval of targeted programs for improvement of housing stock and carrying out energy-efficient measures on terms of co-financing with residents of multi-apartment buildings
- Fixing the priority of financing energy efficiency measures in the housing stock in case of distribution of budget surplus



Assessment of the quality of provision of public utility services by the residents of Kyiv (points 1-5)




Percentage of housing cooperatives in multi-apartment housing stock (together with building and loan associations) (%)





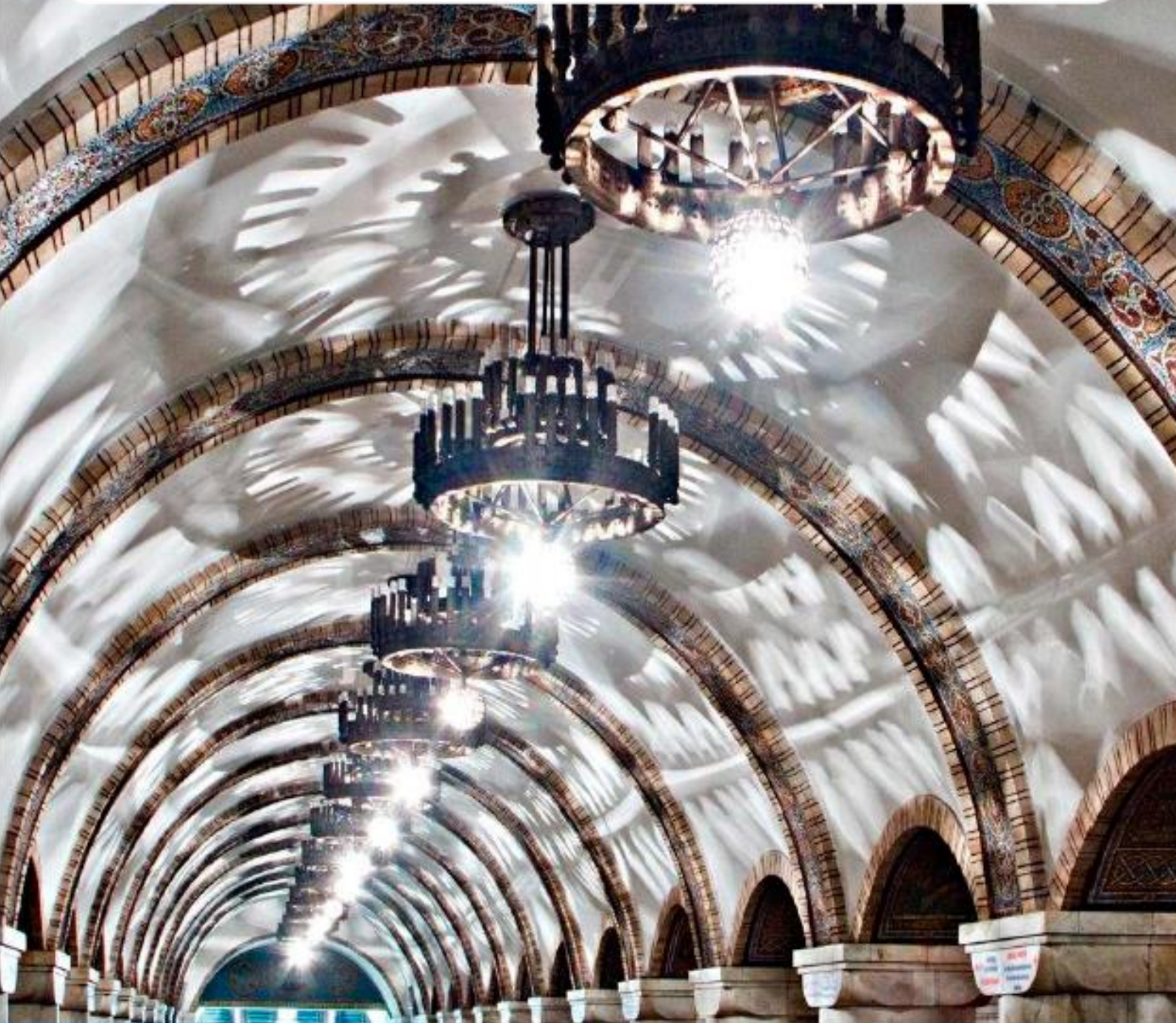
GENERAL INDICATORS OF EFFICIENCY BY SECTOR:

	Indicators	Measurement unit	2015	2025
	Number of dilapidated and emergency facilities of the housing stock of Kyiv (excluding the private sector) as of the beginning of the reporting period	units	101	0
	Share of elevators operated for more than 25 years	%	44	<5
	Share of dispatched elevators	%	74	100
	Share of water losses from supply to the network	%	18	5
	Share of central heating points, with the service life exceeding 25 years	%	66	<25
	Wear of substations 110; 35 kV	%	68	<25
	Wear of electric transformer substations of 10 kV	%	66	<25
	Electricity consumption by municipal and household consumers in Kyiv	mln. kW*h	2,298	1,838
	Average number of power outages per consumer throughout a year	units	1.8	1.4
	Average duration of power outages	hours	3.5	2.1
	Level of availability of measuring devices in housing stock	%	79.5	99.0
	Level of availability of individual heat points in the housing stock	%	27.4	43.0
	Consumption of heat energy by government-financed institutions and organizations of Kyiv	ths. Gcal	1,077	862
	Level of availability of heat consumption regulation systems in government-financed institutions and organizations of Kyiv	%	95	97
	Share of housing stock that is serviced by private housing and utility organizations	%	18.7	50.0
	Average duration of the provision of services by Center for Public Utilities Service, Public Concern (from the moment of registration of the consumer in the electronic queue)	minutes	15	7



Vision of the future state of the sector:

Kyiv is a comfortable and safe city for movement.



STRATEGIC GOAL:

**IMPROVING THE
COMFORT OF LIFE OF THE
RESIDENTS OF KYIV**

SECTOR 2.2.

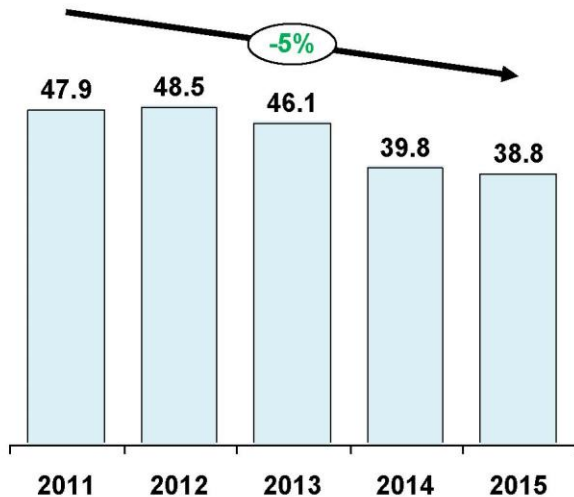
**TRANSPORT AND
URBAN MOBILITY**



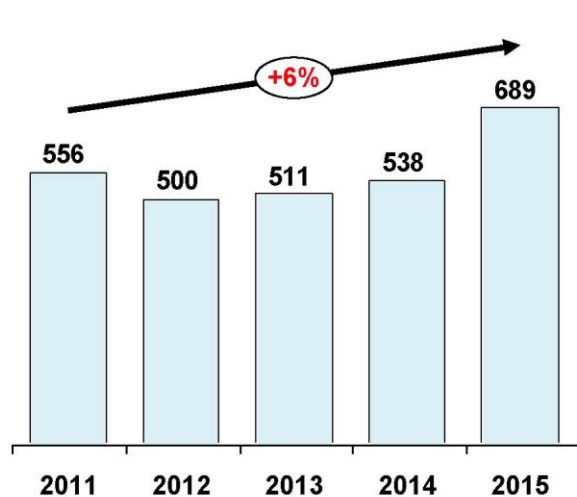
TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

Number of road traffic accidents (RTA) in Kyiv has tended to decline in recent years. At the same time, there is an increase in the ratio of the number of victims to the total number of RTA.

Number of RTA in Kyiv
(thousand cases)



Number of victims per 10,000 RTA
(persons / 10,000 cases)

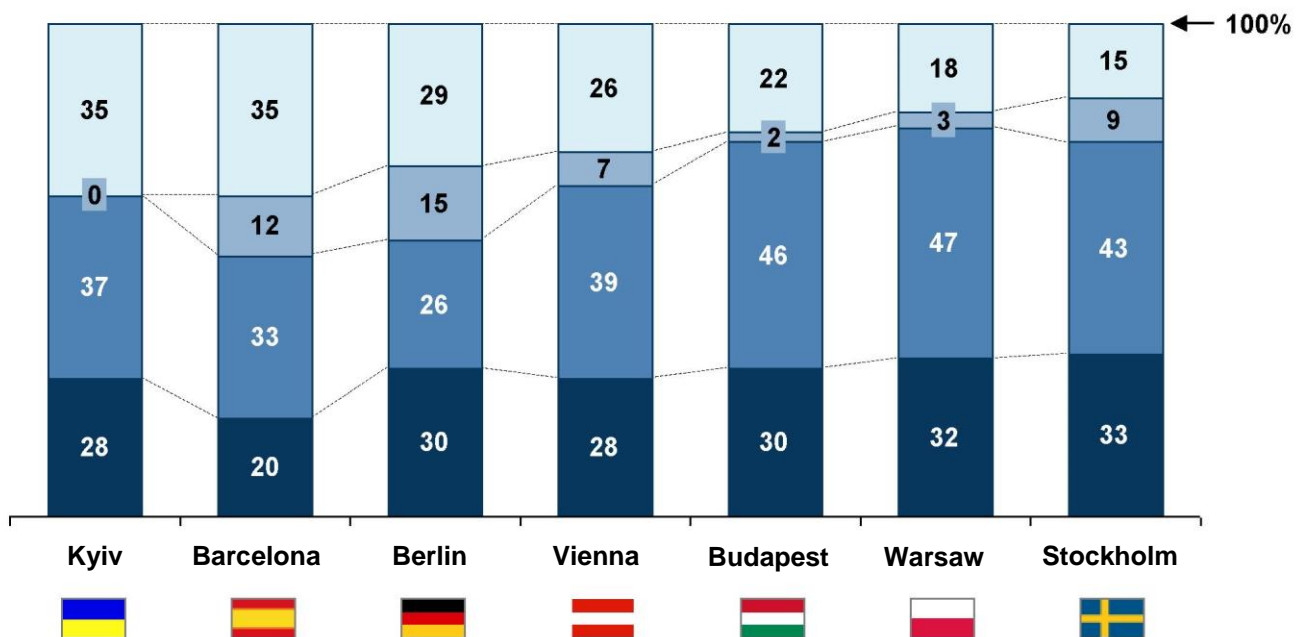


The current distribution of journeys by modes of transport (modal split) in Kyiv has considerable potential for increasing the share of bicycles.



Distribution of journeys by modes of transport (modal split)
(%)

Pedestrians
 Bicycles
 Public transport
 Motor vehicles



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Introducing the principles of sustainable urban mobility

Adoption of the Plan of Sustainable Urban Mobility in Kyiv:

1.1

- Development and approval of a strategic document on urban transport development Plan of Sustainable Urban Mobility in Kyiv

Optimization of transport demand:

1.2

- Retention of the territorial expansion of the city by planning high-density development
- Ensuring pedestrian access of objects of everyday public service by shifting to polycentric city planning model (Center Near The House initiative)
- Destimulation of the use of individual motor vehicles for daily work-related journeys by assignment of quotas for the number of parking places in the administrative and business core and the historical areas of the city
- Retention of the level of motorization by increasing the comfort and popularity of public transport, as well as the use of individual bicycles for daily work-related journeys
- Increasing the average usage of capacity of private motor vehicles by introducing the principles of collective use of the car (Carpooling)
- Increasing the intensity of operation of an existing fleet of vehicles by introducing a car sharing service (Carsharing)
- Implementation of an effective mechanism for destimulating non-work-related journeys during rush hours

Optimization of transport supply:

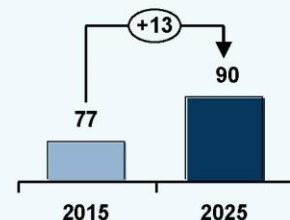
1.3

- Unloading the central part of the city from transit traffic
- Unloading of the city from external freight transit and introduction of the system of weight control of freight transport at the entries to Kyiv
- Reducing excessive mileage by improving the connectivity of the street road network (construction of transport crossings above railways, the Dnipro River, reorganization of traffic with opening of left turns in the junctions of highways of the city significance, etc.)



Share of the population that spends no more than 45 minutes for transport correspondence: "home - work" and "work - home" (one way)

(%)





- Unloading the city during rush hours from commercial logistics for distribution networks and other retailers by regulating delivery hours
- Increasing the transport efficiency of bridge crossings over the Dnipro River through the implementation of Mass Rapid Transit systems, as part of each of them
- Increasing the transport efficiency of the street roadnetwork segments by eliminating the "empty" runway capacity and distributing excessive cross section of streets between other categories of road users (the arrangement of detached and separated traffic lanes for public transport, cycle lanes and cycle tracks)
- Optimization of the route network of public transport by implementing the recommendations of the report Research of Sustainable Urban Transport Development made up as a result of the joint work of experts of the Kyiv City State Administration and the World Bank
- Improvement of road navigation

Informatization of the transport system:

1.4

- Development of a dynamic transport model of Kyiv
- Introduction of intelligent road traffic and public transport traffic control systems based on a dynamic transport model
- Integration of a single city video surveillance system with road traffic and public transport control
- Automation of dispatch control of urban and suburban public transport (equipping of transport by GPS trackers and on-board computers, introduction of electronic trip sheets, etc.)
- Creation of a single transport Internet portal of Kyiv

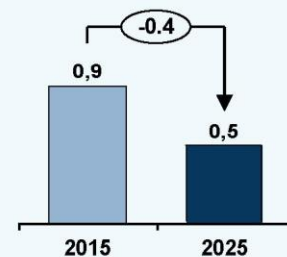
Improvement of the system and procedure of parking:

1.5

- Making inventory of the existing parking places and identification of territorial resources to create new ones
- Initiation of legislative changes to strengthen liability and inevitability of penalty for violating the rules of stopping and parking of motor vehicles
- Creating intercepting parking lots near key public transport junctions (Park&Ride) and introducing incentive mechanisms for their use
- Implementation of the principles of Intelligent Parking (transition to cashless payment, creation of an online map of free parking places, etc.)



Car usage ratio
(ratio)





- Introducing a flexible parking tariff policy

Reducing negative impact of road transport on the environment:

1.6

- Increase of the share of electric transport in the structure of passenger transportation, including by introducing a rolling stock independent of a linear electricity grid (autonomous movement trolleybus, electric bus)
- Promotion of private electric transport and the development of the necessary infrastructure
- Implementation of an effective mechanism for monitoring compliance with noise pollution standards

2

Improving road traffic safety

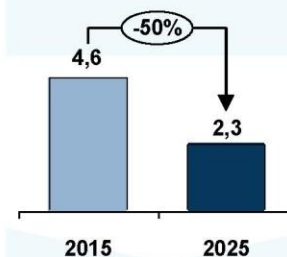
Reducing the number of RTA, deaths and injuries:

2.1

- Introduction of inadmissibility principle for any death level in road traffic accidents (Vision Zero)
- Creation of the Road Traffic Safety Center with the function of developing and implementing preventive safety measures and improving road traffic management schemes
- Equipping street road network with the means of fixing violations of traffic regulations and video surveillance systems
- Increasing share of regulated and duly equipped ground pedestrian crossings
- Increase in the share of the channelized junctions of the street road network
- Creating shared space with limited speed mode
- Modernization and expansion of outdoor lighting networks of streets, highways, pedestrian crossings, sidewalks and adjoining areas
- Initiation of changes in the regulatory framework in terms of reducing the speed regime in settlements, as well as the introduction of modern standards for the construction, repair and operation of transport infrastructure facilities
- Implementation of mechanisms for independent quality control of works during the construction, repair and operation of transport infrastructure facilities



Number of deaths in RTA
(persons/ 100 thousand residents)





3

Development of public transport and the area for pedestrians and non-motorized vehicles

Pedestrian space development:

3.1

- Creating a barrier-free, comfortable and safe pedestrian area accessible to all categories of users by increasing the number of regulated and duly equipped ground pedestrian crossings
- Creation of new pedestrian zones and routes, including through the pedestrianization of individual streets and squares
- Installation of physical restriction facilities of parking of vehicles on sidewalks and in pedestrian zones
- Extension of the pedestrian accessibility areas of underground railway stations, city electric trains and high-speed trams by building other exits

Development and popularization of bicycle traffic:

3.2

- Creation of a barrier-free, secure and connected bicycle network for daily work journeys and leisure activities
- Development of cycling space by construction of: intercepting bicycle parking spaces near high-speed rail transport stations and in the interchange junctions; bicycle parking spaces of temporary storage in front of the entrances of enterprises, institutions and educational establishments; places of permanent storage of bicycles as part of residential complexes
- Increasing the bicycle use intensity by introducing a bicycle short-term rental service (bike sharing)
- Consideration of bicycle infrastructure in planning, construction and reconstruction of transport infrastructure facilities and territory improvement

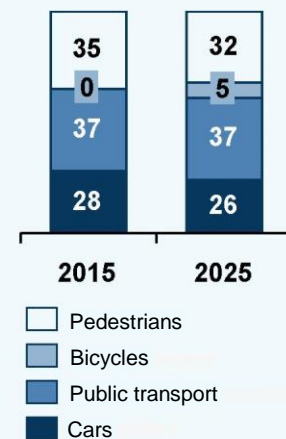
Development of public transport and ensuring high-quality transport supply:

3.3

- Priority development of high-speed rail transport:
 - integration of the left and right bank tram networks
 - expansion of integration of the infrastructure of the Kyiv railway junction into the city transport system (optimization and development of the route network, improvement of the quality of services, optimization of the traffic schedule)
 - development of an underground railway network based on the relevant technical and economic calculations



Distribution of journeys by modes of transport (modal split)
(% / % / % / %)



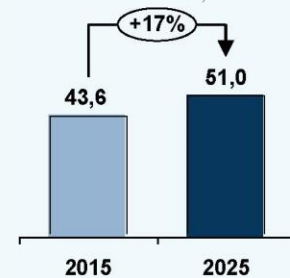


- Priority development of high-speed trolleybus /bus communication systems
- Creation of transport interchange junctions
- Qualitative updating of the rolling stock of public transport by introduction of the rolling stock of increased capacity with low floor
- Improvement of comfort and safety of stops of public transport, territory and facilities of transport interchange junctions
- Implementation of night routes and weekend routes in the system of public transport on the basis of analysis of the relevant demand
- Completion of construction of the second railway station
- Creation of a fast and convenient transit transport hub through the construction of the bus stations of suburban, intercity and international service integrated with the railway stations and the Zhuliany Airport



Length of municipal public electric transport lines (tram, trolleybus)

(km / 100 thousand residents)



Improvement of the taxi market:

3.4

- Initiation of amendments to the legislation on extension of powers of local self-government bodies in the field of regulating the taxi market
- Development of standards and requirements for operators, cars, taxi drivers and implementation of effective mechanisms for monitoring compliance.
- Implementation of an effective mechanism for legalizing the shadow share of a taxi market

4

Improving the management of the city's transport system

Changing the city transport infrastructure management model:

4.1

- Establishment of a permanent advisory body on the development of transport infrastructure under the Department of Transport Infrastructure of the KCSA
- Involvement of the city's community in the process of implementing the principles of sustainable urban mobility
- Reorganization, increase of operational efficiency and transparency of activity of industry enterprises
- Improvement of services performed by private carriers through revising the principles of cooperation between carriers and the city, improving the competitive procedure for distributing routes, etc.

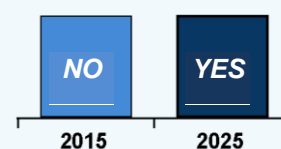


- Implementation of non-cash payment systems in public transport and a single e-ticket with a wide range of tariffs
- Creation of a single dispatcher's center for municipal transport management
- Creation of a council for the integration of transport systems of the city and suburban area to coordinate suburban routes between the relevant bodies of the KCSA and KRSA
- Improvement of monitoring, analysis and forecasting systems for city transport system development based on static and dynamic transport models (collection of statistical data, updating of geoinformation data)
- Integration of the geoinformation system of registering and management of the city infrastructure facilities with a city-planning cadastre
- Implementation of the mandatory procedure for coordinating plans for the reconstruction and reorganization of the city's transport system, determining the priority of their implementation in drawing up sectoral programs of socio-economic development based on an analysis conducted using the current transport model of the city



Conducting annual independent audit of financial reporting
 Kyivpastrans, Municipal Enterprise;
 Kyivskiy Metropolitan, Municipal Enterprise;
 Kyivavtodor, Municipal Corporation;
 Kyivtransparkservis, Municipal Enterprise with further publication of auditor's conclusion on the official websites of these enterprises

(yes/no)



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Average daily number of passengers of non-rail public transport	passengers/ vehi-facility	1,015	1,274
Volume of carbon dioxide emissions generated by vehicles	tons / thousand residents	676	541
Share of tram and trolleybus contact network, which requires replacement of cables	%	60	<25
Average level of wear of rolling stock of the underground railway	%	84	<25
Average level of wear of rolling stock of trolleybuses	%	26.0	<25.0
Average level of wear of rolling stock of trams	%	89	<25
Average level of wear of rolling stock of buses	%	59	<25
Share of allocated lanes for ground public transport to the total length of the city's main roads	%	6	18
Length of bicycle pathways (cycle lanes and cycle tracks)	(km / 100 thousand residents)	0.9	16.1
Share of regulated intersections equipped with means for fixing violations of traffic regulations and video surveillance systems	%	3	100
Average annual day parking paid	hours/parking lots	597	2,000
Availability of parking lots for cars registered in Kyiv	parking lots / 1 thousand registered cars	1.7	8.0
Number of licensed taxi cars	units / 10 thousand residents	0.6	4.0
Share of small-capacity bus transportations to the total number of passenger traffic	%	24	13

Vision of the future state of the sector:
Kiev is a city of happy people.



STRATEGIC GOAL:

IMPROVING THE
COMFORT OF LIFE OF THE
RESIDENTS OF KYIV

SECTOR 2.3.

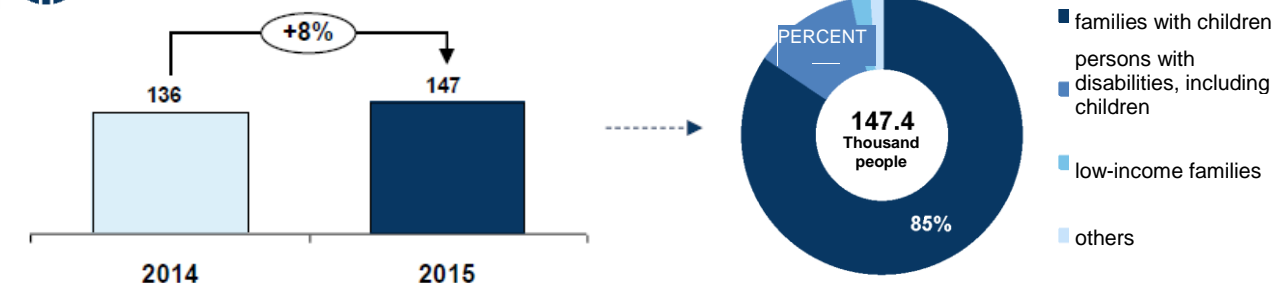
**SOCIAL SUPPORT AND
ASSISTANCE**



TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

Every year, policies are being implemented in Kyiv to improve the situation in the area of social protection of the population, in particular, the volume of state assistance to the residents of the capital that needs this assistance is growing.

Number of recipients of state social aid in Kyiv
(thousand people)



Amount of aid from the local budget to the relevant categories of residents of Kyiv
UAH mln.

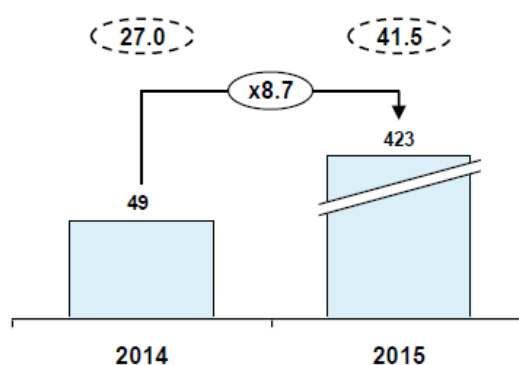
Categories of recipients of social aid	2015
The Law of Ukraine "On State Assistance to Families with Children"	1,594.3
The Law of Ukraine "On State Social Assistance to the Disabled from Childhood and Children with Disabilities"	260.5
The Law of Ukraine "On State Assistance to Low-Income Families"	65.9
Other recipients of state assistance	17.4
Total:	1,938.1

Kyiv annually increases the amount of social assistance to Kyivans-participants of the ATO and members of their families, as well as internally displaced persons.

Financial assistance to ATO participants and their family members
(UAH mln.)

Financial assistance to internally displaced persons
(UAH mln.)

Type of assistance	2014	2015
One-time financial assistance to the Kyivans-participants of ATO	7.8	36.2
Monthly financial assistance to cover the cost of housing and public utility services	0.0	21.8
One-time financial assistance to members of families of the Kyivans who died during the ATO (including burial expenses)	0.4	1.3
Total:	8.2	59.3



x - number of internally displaced persons receiving state assistance (thousand persons)

OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Increasing the social security of residents

Enhancing social infrastructure provision:

1.1

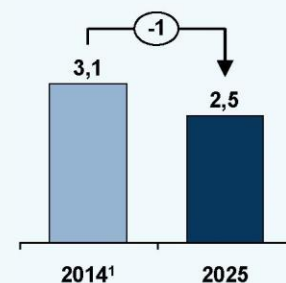
- Carrying out extensive repairs, reconstruction and purchase of items of long-term use
- Improvement of the general accessibility and comfort of the city for people with disabilities (in cooperation with the Accessibility Committee) to the objects of social, engineering and transport infrastructure of the city and information space
- Creation of additional institutions for the care of vulnerable and low-income people, including:
 - Formation of a network of regional centers for the provision of social services
 - Creation of a social hostel for orphans and children deprived of parental care, as well as persons of similar categories
 - Allocation of apartments provided by the employers to create and open new family-type orphanages
 - Establishment of a network of social rehabilitation centers (establishments) for children and youth with disabilities
 - Establishment of a specialized psychoneurological institution for persons with disabilities
 - Establishment of a re-socialization center for risk group youth
 - Establishment of a municipal institution on the Left Bank for the provision of services for persons without a PPR (permanent place of residence)
 - Creation of a network of social apartments for vulnerable population groups
- Provision of housing for citizens who need improvement in housing conditions:
 - Provision of housing for orphans, children deprived of parental care, and persons of similar categories
 - Development of social housing, which is provided free of charge to citizens who need social protection (on the basis of a fixed-time employment contract for a certain period)
 - Provision of lodgings for persons on the waiting list for apartments and moving out from unfit for habitation (emergency) premises
 - Construction (purchase) of affordable housing
 - Provision of housing on the terms of lease to citizens who need improvement of living conditions

Key achievement indicators of operational goals by sector:



Factor of differentiation of total incomes of the population (decile)

(times)

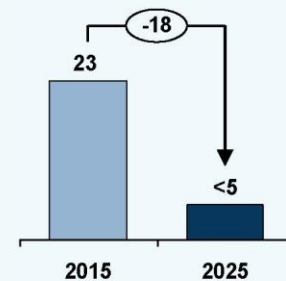


¹ - last available data



Number of municipal establishments of social sphere needing extensive repairs

(units)





- Completion of construction of problem residential houses / protracted construction (including with the participation of public utility companies)
- Creation of a city flexible housing stock for the temporary housing of residents of dangerous structures or houses under extensive repairs

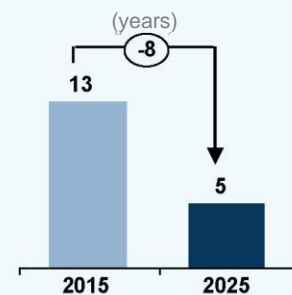
Improving the effectiveness of the social assistance system:

1.2

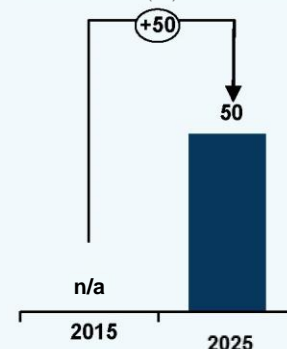
- Increasing the professional competence and qualitative composition of the social workers of Kyiv
- Conducting social studies, monitoring of social services, scientific support of social work
- Introduction of alternative and innovative forms and methods of social work (for example, the introduction of family forms of care of children in difficult life situations)
- Development and implementation of a regional plan regarding increase in the volume of provision of family-based care services (including the reformation of boarding schools in Kyiv)
- Expanding the spectrum of social services provision:
 - Ensuring the provision of comprehensive social support to participants of the ATO, members of their families and members of the families of the fallen (dead) Kyivans who participated in the ATO
 - Social and household services for single disabled persons
 - Professional and labour rehabilitation of persons with disabilities
 - Development of the Kyivan's Card project
 - Solving the urgent problems of internally displaced persons
 - Organization of information and educational events on creating a positive social climate and preventing negative social phenomena in a society
- Implementation of the monetization mechanism of various types of social assistance
- Training of specialists from various spheres of the city economy in the context of tolerant, equal treatment of and interaction with people with disabilities
- Creation of a single information and analytical system for the provision of social services



Average term of being registered in a preferential housing registry of socially unprotected citizens (at the time obtaining housing)



Provision of social services (%)





Strengthening cooperation with the private sector, non-profit and non-governmental organizations:

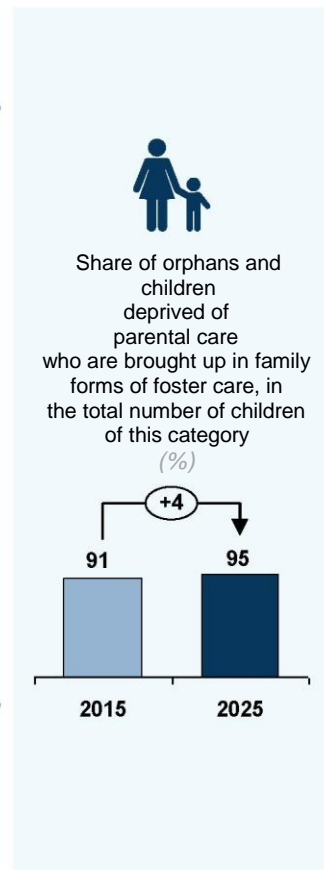
1.3

- Ensuring the partnership between state and public sectors in the development of the social sphere
- Promoting volunteer movement development
- Popularization, support and development of socially responsible approach in the activities of enterprises and organizations
- Assistance in employment for people with disabilities
- Provision of services for the delivery of food and essential goods to vulnerable groups of the population (in partnership with private businesses and international organizations)

Ensuring the timeliness and proper level of material assistance to unprotected and low-income categories of the population:

1.4

- Simplification and acceleration of the processes of receiving the approved privileges (including subsidies for payment of public utility services)



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Poverty level in in Kyiv (according to the relative criterion - 75% of the median total expenditures of the population)	%	10	<5
Share of persons registered in the preferential housing registry that were provided with housing (or improved living conditions) during the year (in the total number of those registered in the preferential housing registry at the beginning of the year)	%	0.6	5.0
Share of orphans, children deprived of parental care and persons of similar categories who have obtained housing during the year (in the total number of those registered in the preferential housing registry for this category of persons) as of the beginning of the year	%	1.6	15.6
Percentage of municipal institutions and establishments of social, cultural, medical, educational, sports, trade and administrative spheres, which provide access and comfort for people with disabilities	%	n/a	100
Creation of a unified information and analytical system of registration of citizens who receive benefits, payments, social services or have got into difficult life circumstances	yes/no	no	yes
Share of persons who were entered into the unified information and analytical system of the registration of citizens receiving benefits, payments, social services or have got into difficult life circumstances, in the total number of such persons (after creation)	%	0	100



Vision of the future state of the sector:

Kiev is a city of healthy people.

STRATEGIC GOAL:
IMPROVING THE
COMFORT OF LIFE OF
THE RESIDENTS OF KYIV

SECTOR 2.4.

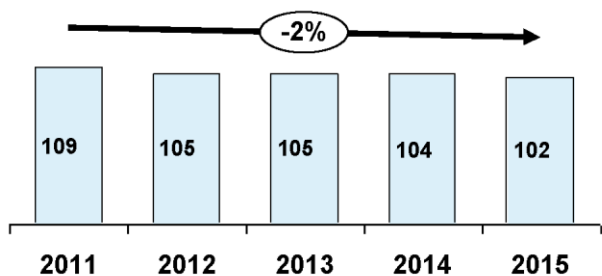
**HEALTHCARE
AND HEALTHY WAY OF LIFE**



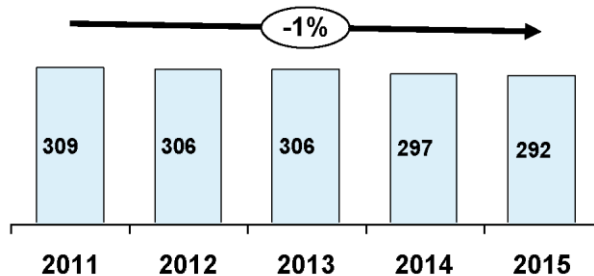
TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

In recent years, there has been a tendency to increased load on hospitals and outpatient clinics of Kyiv, which creates the necessity of development of the capital's healthcare infrastructure.

Number of beds in hospitals of Kyiv for 10,000 people (units)

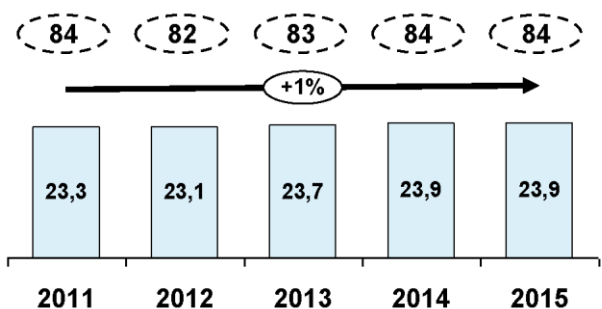


Capacity of outpatient clinics for 10,000 people of the population (visits per shift)

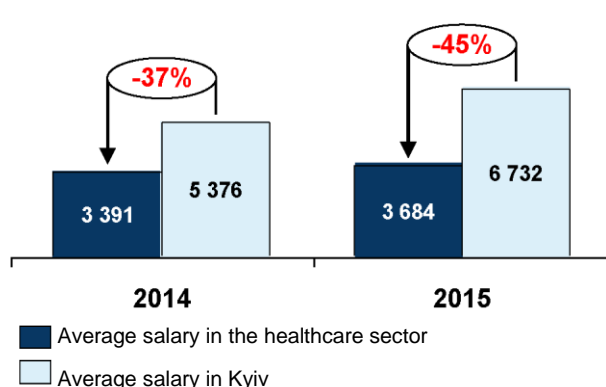


The number of doctors in Kyiv has been growing in recent years, which provides a stable load level on one doctor, but there is a negative tendency towards increase of the gap between the level of remuneration in the healthcare sector and the average level in Kyiv.

Number of doctors of all specialities (except dentists) in Kyiv (ths. persons)



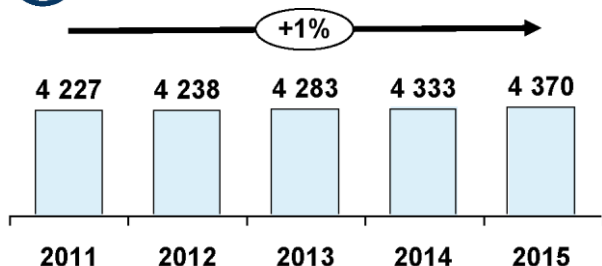
Average salary in the healthcare sector in Kyiv (UAH/month)



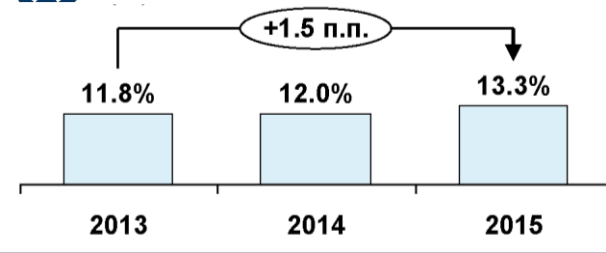
- number of doctors per 10,000 population

Currently, there is a positive trend in Kyiv towards the growth of the number of sports facilities and the involvement of children and young people in physical culture and sports.

Number of sports facilities in Kyiv (units)



Involvement of children and young people in sports in CYSS (children's and youth's sports schools) of Kyiv (%)



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Ensuring high-quality and affordable medicine in Kyiv

1.1

Adjusting healthcare facilities in accordance with current requirements:

- Reconstruction and extensive repairs of healthcare establishments, renovating their material and technical resources
- Construction of new healthcare establishments and their provision with modern material and technical resources

1.2

Development of first medical aid:

- Improvement of the algorithm of continuity of the provision of medical aid
- Clear determination of the patient's route based on local protocols

1.3

Development of secondary medical aid:

- Creation of a hospital district(s) based on the results of an audit of medical establishments
- Specialization and determination of medical aid (health care) types for each healthcare establishment

1.4

Informatization of the healthcare sector:

- Use of information and communication technologies in the field of management and provision of medical services through electronic means
- Development and implementation of E-health system (electronic healthcare system)

1.5

Support for Kyiv residents in need of additional medical aid:

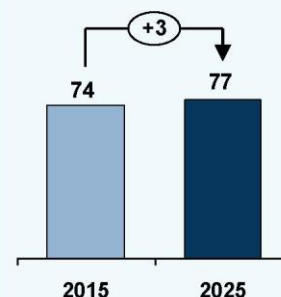
- Creation of local mechanisms for ensuring availability of medicines, including for vulnerable and low-income groups of the population.
- Development of treatment at health resorts, including for the privileged categories and children, participants of combat operations
- Medical rehabilitation of victims of family violence, trafficking in people, drug addicts
- Assistance to residents of the city who need treatment abroad (children, the ATO participants, other persons who need it)

Key indicators of the achievement of operational goals by sector:



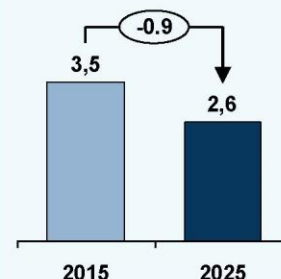
Expected life expectancy at birth

(years)



Mortality of the population of working age

(cases /1 thousand residents)





1.6

Spread of opportunities for timely detection and prevention of diseases:

- Creation of the Sickness Rate Control Center
- Implementation of the FAST TRACK CITIES Initiative and the implementation of the 90-90-90 goal - a continuous cascade of prevention, care and treatment aimed at counteracting the HIV/AIDS epidemic
- Implementation of measures for the early detection and treatment of tuberculosis
- Creation of monitoring and control systems for the sickness rate - CDC Kiev
- Systematic immunization of the population of Kyiv

Introduction of new standards for the provision of medical services:

1.7

- Implementation of modern medical standards, card system and indicators of quality of medical care

Improvement of the Emergency and Disaster Medicine System:

1.8

- Vehicle fleet renovation and completing ambulance cars with the necessary equipment
- Providing the required number of staffed emergency medical care teams
- Integration of the electronic systems of emergency and hospital care
- Creation of a single dispatcher service for emergency medical care in each district of Kyiv by connecting to a single operational dispatcher service of the Emergency and Disaster Medicine Center (registration of calls by a single number 103)



Numbeo Healthcare Index
(place in a ranking)



2

Improving the effectiveness of the healthcare management system

2.1

Extension of the autonomy of healthcare establishments in financial and managerial activities:

- Initiation of the adoption of relevant regulations regulating the autonomy of healthcare establishments

Creation of proper organizational conditions for the functioning of a single medical space:

2.2

- Providing the state-guaranteed volume of medical care in healthcare establishments regardless of ownership



- Realization of the patient's right to free choice of doctor and medical establishment
- Creating a single medical space
- Integration of private and departmental medical establishments into a single medical space

Change of the legal status of the administrative structure of establishments:

2.3

- Reorganization of city hospitals into municipal non-profit establishments (MNE)
- Separation of non-core activities and providing quality meals, laundry services and cleaning
- Implementation of monitoring, control and analysis systems for healthcare establishments and medical personnel

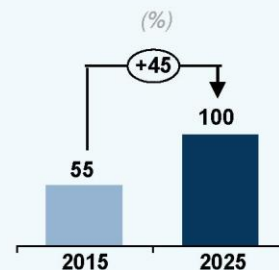
Providing the city healthcare system with professional personnel and reducing their turnover:

2.4

- Training of administrative and managerial personnel taking into account the basics of modern management
- Ensuring adequate funding, increasing the salary of healthcare personnel and introducing the system of incentives for the quality of work
- Training and retraining of specialists in the field of public health
- Improvement of the qualification of emergency medical workers to modern standards

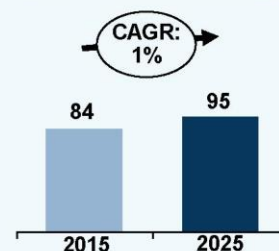


Ratio of salaries in a healthcare sector to average salary in Kyiv



Provision of the population doctors of all specialties

(persons / 10 thousand residents)



3

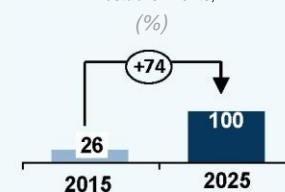
Improving the healthcare financing mechanisms

Introduction of new healthcare financing mechanisms and a guaranteed list of medical services:

3.1

- Conclusion of contracts for the provision of medical services, which will be included in the guaranteed package of medical services
- Implementation of the methodology and calculation of the cost of medical services
- Introduction of effective forms of payment based on DRG methodology
- Initiation of the inclusion of Kyiv in a pilot project on the introduction of insurance medicine

Share of the municipal non-commercial enterprises in the structure of public health establishments,





4

Promoting a healthy lifestyle among the city's residents

Promoting a healthy lifestyle:

4.1

- Support and holding of professional and amateur sporting events
- Formation of a positive attitude of citizens towards physical culture and sports (including through improvement of the information environment, the introduction of social advertising of the benefits of motion activity, the organization of events of national and patriotic, sports education, etc.)
- Popularization of healthy eating and abandoning bad habits
- Promotion of social responsibility of businesses, authorities and public organizations for the support of a healthy lifestyle of their own workers and the citizens of Kyiv in general
- Introduction of informative classes in preschool educational programs and development of children's sports
- Increasing the number of sports groups of various forms of ownership and management in order to involve children and adolescents in systematic trainings in physical culture and sports
- Holding cultural and recreational activities without advertising of alcoholic beverages, tobacco products, etc., including without the involvement of sponsors engaged in their production and sale
- Involvement of people with disabilities in physical culture and recreational activities as well as physical culture and sports rehabilitation
- Support of public organizations of physical culture and sports orientation and active mobility area (pedestrian and cycling movement, etc.)

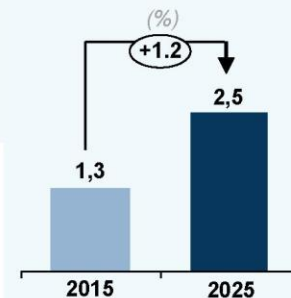
Development of infrastructure as well as the material and technical resources for the development of physical culture and sports, active recreation and health improvement:

4.2

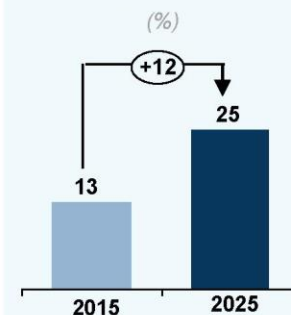
- Creation of modern multifunctional educational and training, sports and health improvement complexes
- Creation and construction of sports areas in the places of mass recreation of the Kyivans (including parks, squares, beaches, etc.)
- Effective use of gyms and sports grounds of comprehensive educational establishments for training of CYSS in time free from lessons Improvement of material and technical resources for children's, children's and youth's as well as reserve sports



Share of budget expenditures of Kyiv for physical culture and sports in total expenditures of the budget of Kyiv



Number of population of Kyiv covered by all types of physical culture and health-improving work





4.3

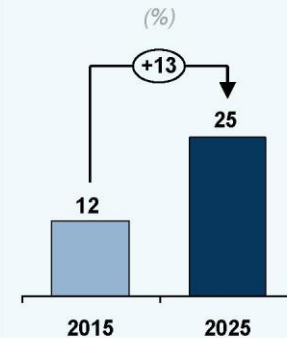
- Ensuring the functioning and development of a network of children's health and recreation establishments, their reconstruction, resuming of work of the establishments that were closed or restructured for a different function

Ensuring effective functioning of physical culture and sports sector of Kyiv:

- Formation of multi-level management of activity in the field of physical culture and sports of Kyiv in accordance with European practices
- Improving the working environment of specialists in the field of physical culture and sports
- Organization of professional training and professional development of workers in the field of physical culture and sports
- Improvement of the motivational sports environment
- Organizational and financial support for the development of sports of higher achievements (including training of high-class athletes, their participation in the international and national competitions)
- Training of a sports reserve, increasing the efficiency of work of children's and youth's sports schools



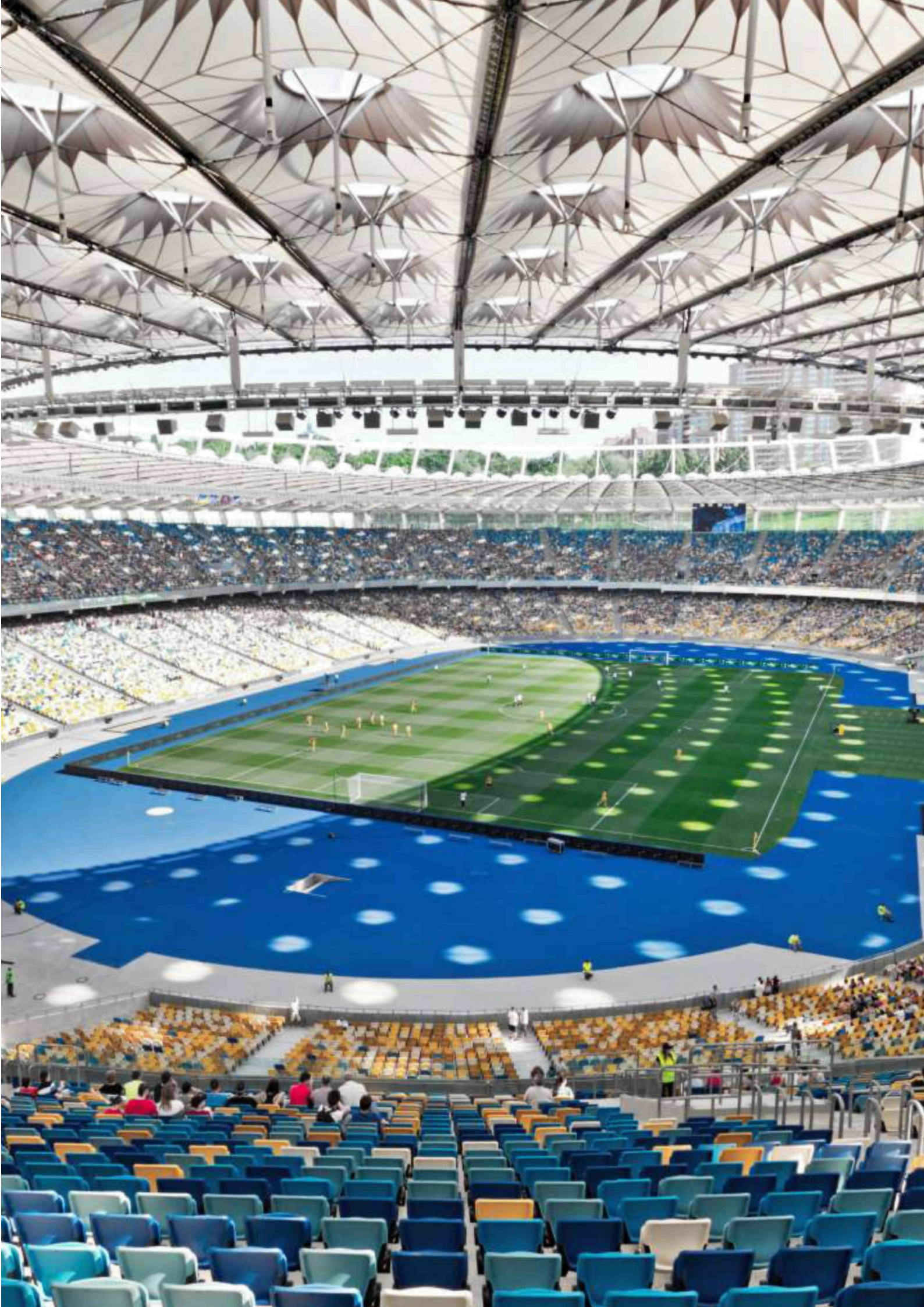
Share of the children who train in the CYSS to the total number of children aged under 17



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:

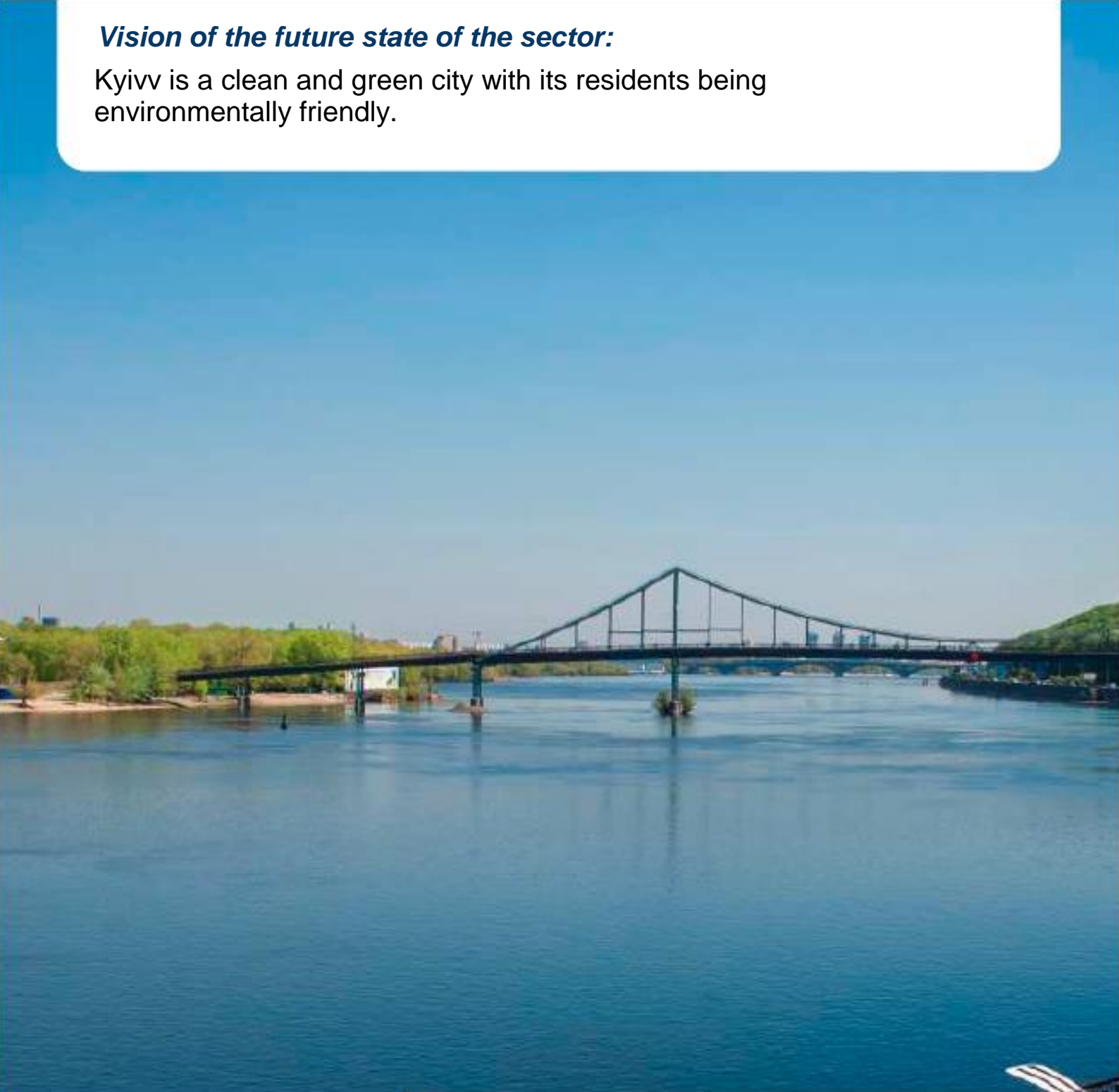


Indicators	Measurement unit	2015	2025
Mortality of children aged under 1	cases / 1,000 newborns	7.5	4.0
Provision of emergency medical care teams	units / 10 thousand residents	0.6	1.0
Degree of wear of emergency medical care fleet	%	67	<25
Timely delivery of emergency medical care (share of arrivals within up to 10 minutes in emergency cases)	%	91	98
Dynamics of the general sickness rate of the adult population in Kyiv (per 10,000 population aged 18 and above)	%	-0.2	<0.0
Average terms of treatment in in-patient hospital departments	days	10.4	6.0
Coverage of people with disabilities by all kinds of physical culture and health-improvement work	%	1	5
Share of gyms and sports grounds of comprehensive educational establishments used for training of CYSS in time free from lessons	%	42	70
Share of schools for children's and youth's sports in Kyiv with their own education and training base	%	19	25



Vision of the future state of the sector:

Kyiv is a clean and green city with its residents being environmentally friendly.



STRATEGIC GOAL:

**IMPROVING THE
COMFORT OF LIFE OF
THE RESIDENTS OF KYIV**

SECTOR 2.5.

**ECOPOLICY AND
ENVIRONMENTAL PROTECTION**





TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

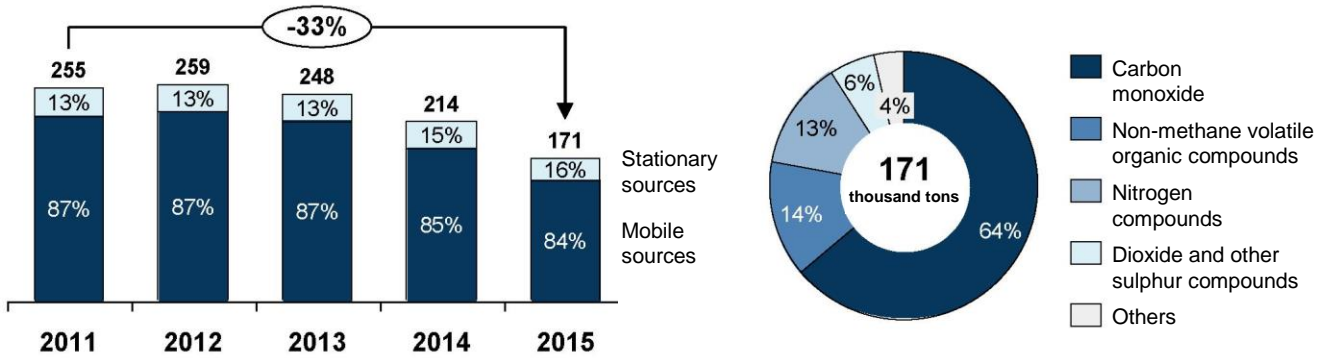
In recent years, the level of pollutant emissions into the air in Kyiv has decreased to ~ 170 thousand tons, ~ 85% of which was formed by mobile sources.



Emissions of pollutants into the air
(thousand tons)



Emissions into the air by types of individual pollutants
(%, 2015)



Emissions of carbon dioxide, sulphur dioxide and nitrogen oxide have also decreased, in particular due to a decline in industrial activity in Kyiv.

CO₂

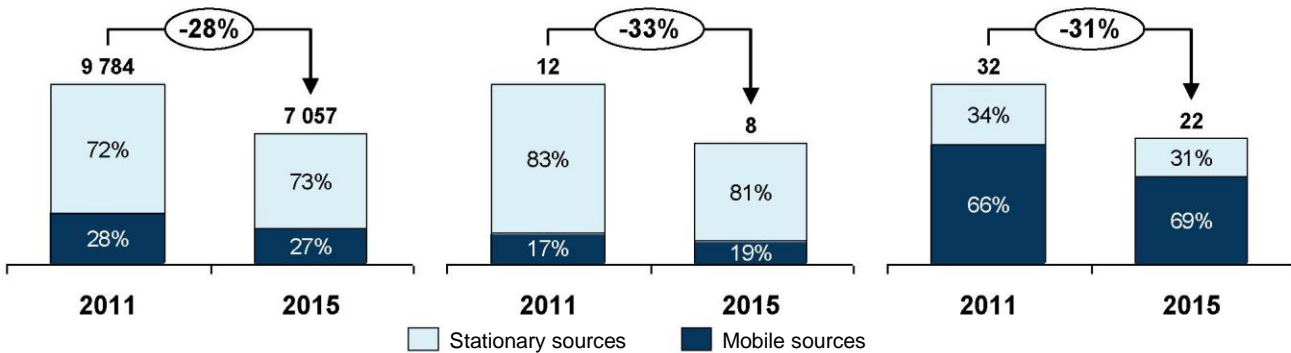
Emissions of carbon dioxide
(thousand tons)

SO₂

Emissions of sulphur dioxide
(thousand tons)

NO₂

Emissions of nitrogen oxide
(thousand tons)



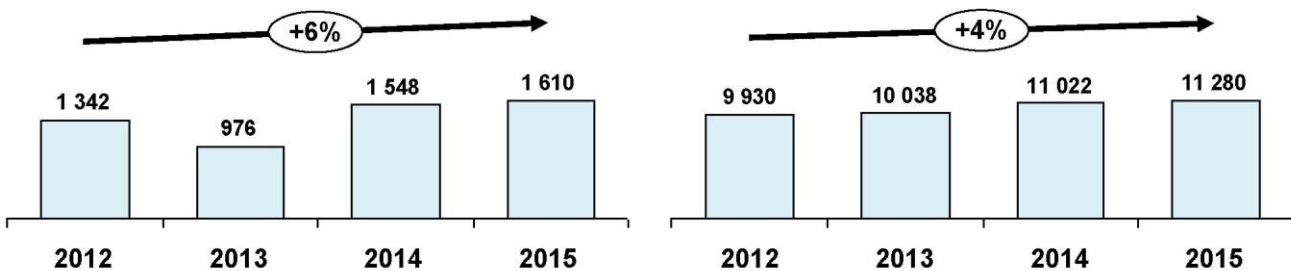
Generation and accumulation of waste in Kyiv is constantly increasing with an average annual rate of 6% and 4% respectively.



Dynamics of waste generation
(thousand tons)



Volume of waste accumulated in waste disposal sites
(thousand tons)



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Ensuring ecological safety in the capital and reducing the negative impact on the environment

Reducing negative impact of the industry:

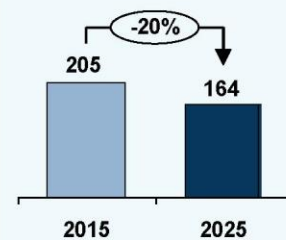
- Sanitization of territories of environmentally hazardous enterprises and removal of harmful substances outside the city for further recycling (Radykal, PJSC; Radon Ukrainian State Association, Kyiv Specialized Plant, etc.)
- Implementation of modern environmental technologies at the enterprises of the city of Kyiv (including systems for cleaning flue gases of Energia Incineration Plant; Kyivenergo, PJSC; HPP-4 (Darnytska HPP)
- Implementation of local incentive system for enterprises shifting to renewable energy sources
- Creating organizational, administrative and economic conditions to ensure world environmental and economic standards in the activities of economic entities in Kyiv
- Guaranteeing fulfilment of obligations in the area of energy efficiency and climate change mitigation in accordance with the Covenant of Mayors
- Reclamation of drainage of HPP-4 (Darnytska HPP)
- Prohibition of the use of coal as fuel for HPPS in the territory of Kyiv from 2023, except for plants rebuilt using the technology of circular fluidized bed (CFB), equipped with a system of chemical treatment of flue gases

1.1

Key indicators of the achievement of operational goals by sector:



Emissions of pollutants into the air for the year
(t / km² / year)



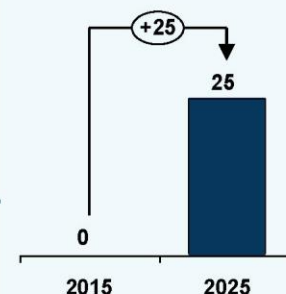
Implementation of a modern environmental monitoring system:

- Establishment of the Regional Environmental Monitoring Center
- Improvement of the environmental monitoring system in Kyiv using modern information and communication technologies and control devices
- Updating the ecological passport of Kyiv

1.2



Share of disposed waste (to the total volume of generated waste)
(%)



Implementation of the modern methods of processing solid waste and limiting their burial at landfills (the goal – Zero waste):

- Prevention of the formation of spontaneous accumulation of waste
- Reclamation of individual landfill maps of SDW (solid domestic waste) No. 5 with the construction of a waste recycling complex
- Creation of facilities for the processing and disposal of SDW and vegetable waste

1.3

...



Creation of a system of separate waste collection and recycling
 Conducting agitation and explanatory work among the population regarding separate collection of valuable components of domestic waste in terms of resources

Increasing the environmental consciousness of the residents of Kyiv:

1.4

Integration of the environmental and climatic component into the educational space of the city

Conducting information campaigns (including social advertising, TV shows, etc.)

Protection and rational use of the natural environment:

1.5

- Increasing the area of green public areas and landscaped areas (including by cultivating green plantations on the adjoining areas of new buildings)
- Simplification of the procedure for determining the areas of green zones, fixing the boundaries of urban forests, forest parks, buffer parks, hydroparks and parks, as well as preventing construction in these areas
- Development of a network of territories and objects of natural reserve fund (including the establishment of boundaries of territories with special regimes of use)
- Creation of an effective system for managing the objects of the nature reserve fund (including patronage by scientific institutions and public organizations)
- Creation of geoinformation system of nature reserve areas and objects of Kyiv
- Development and implementation of immediate measures to ensure preservation of the most remarkable landscape objects
- Development of museums of environmental type and objects of landscape architecture
- Development and provision of further implementation of the development concept of the Dnipro River valley
- Improvement of the condition of the main water bodies of Kyiv (rivers, lakes, canals, etc.), including ensuring strict control over discharge of pollutants into water bodies

Improvement of the regulatory framework:

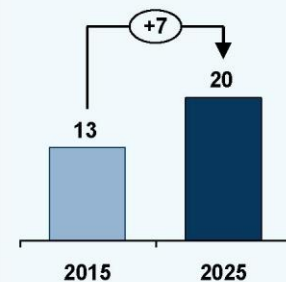
1.6

- Development, in cooperation with industrial enterprises of Kyiv, of proposals on updating and approximation of the existing emission standards to European
- Creation of prerequisites for the implementation of the requirements of the EU Water Framework Directive on the protection and use of water bodies



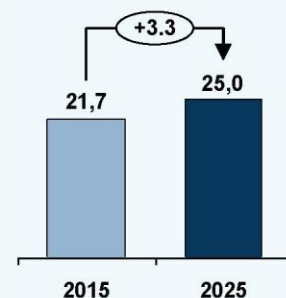
Area of the lands of the natural reserve fund

(thousand ha)



Provision with green public areas

(m² / resident)





GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Share of burned waste (to the total amount of generated waste)	%	15.9	22.0
Dynamics of the volume of domestic waste accumulated in specially designated places, in relation to the previous year (calculated by volume)	%	10.3	<0.0
Share of separately collected SDW using the two-container scheme (to the total volume of generated SDW)	%	5.0	10.0
Average Air Pollution Index (API) in the city	conventional units	high	low
Share of water bodies of Kyiv, where the ecological condition of water quality is monitored in accordance with the requirements of the Water Framework Directive 2000/60/EC	%	0	100





Vision of the future state of the sector:

Kyiv is a city with a comfortable and aesthetic public space protected by the Kyivans.

STRATEGIC GOAL:

**IMPROVING THE
COMFORT OF LIFE OF
THE RESIDENTS OF KYIV**

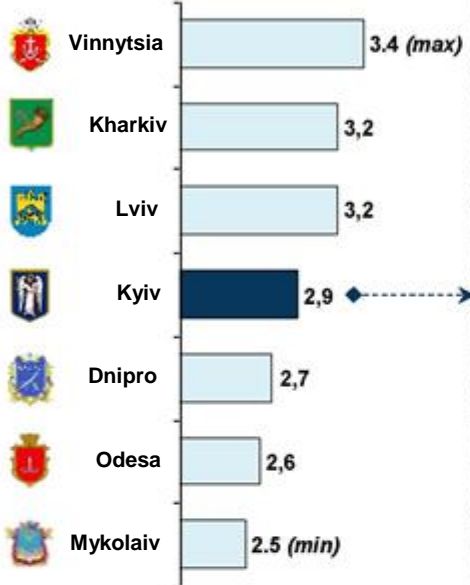
SECTOR 2.6.

PUBLIC SPACE

TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

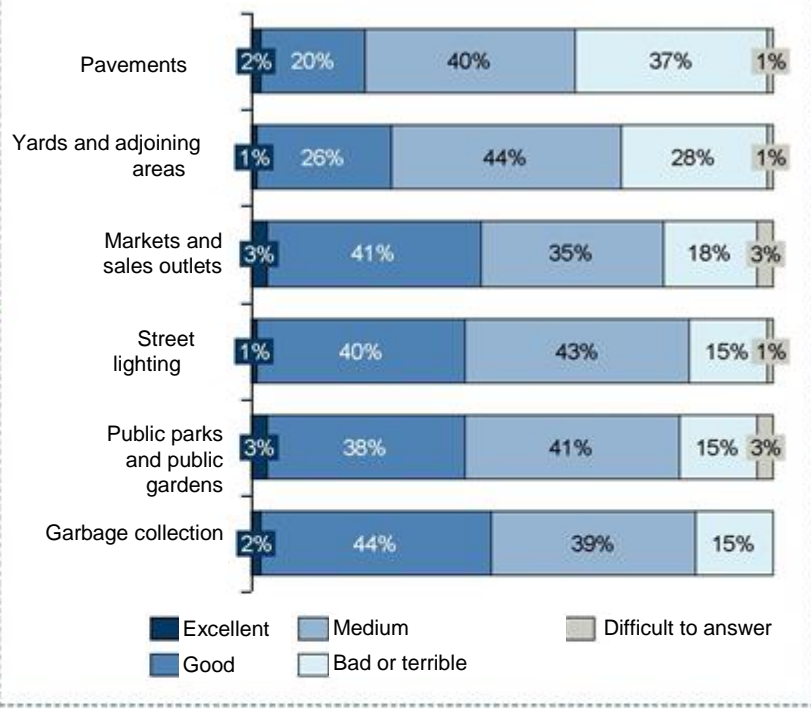
Results of the survey of the residents of Kyiv indicate the need to take measures to improve the public space of the city.

i Integrated index of quality assessment of services in the cities of Ukraine



Index value:
■ 1 - "terrible" ■ 5 - "excellent"

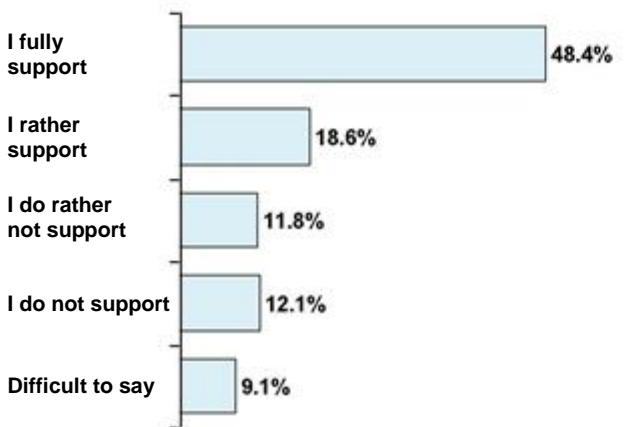
Assessment by the residents of Kyiv of the quality of the key areas of public space



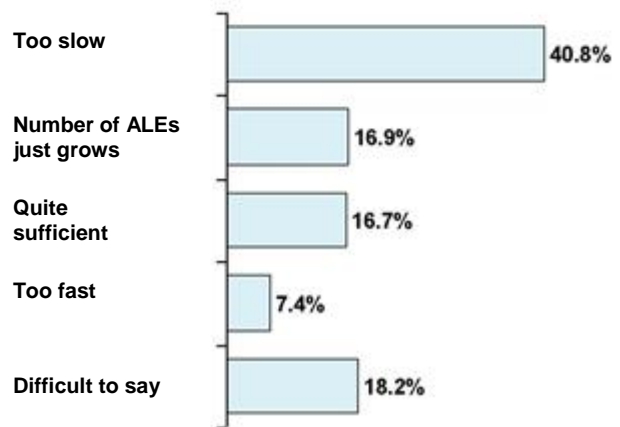
Source: The International Republican Institute and the Rating Sociological Group: All-Ukrainian municipal survey, January-February 2016

Most residents of Kyiv support a policy of reducing the number of temporary business structures, but they do not consider it to be effective enough.

✓ "Do you support the Kyiv authorities' policy of reducing the number of the ALEs (architectural landscape elements)?"



✓ "Is the process of reducing the number of ALEs in Kyiv taking place at a satisfactory pace?"



Source: Research and Communications Center: Kyiv Omnibus Public Report, Kyiv, April 2016

OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Arrangement and development of public space

1.1

Development of the territories of the city:

- Development of adjoining areas by attracting and supporting the initiatives of the residents, providing consultations and legal assistance to them
- Modernization of the infrastructure of the city space (including lighting systems of highways, pavings, pedestrian crossings, etc.)
- Implementation of a single street navigation in Ukrainian and English (including house signs)
- Separation and assigning territories of the streets to separate entities
- Creation of comfortable conditions for staying in the existing parks of the city, as well as arrangement of new parks and recreation areas (including development and implementation of the Kyiv Parks concept)
- Improvement of city's beaches and bringing them in line with European standards
- Reconstruction of the facilities of the Kyiv Zoological Park of the national importance
- Implementation of the concept Civilized Walking of Animals in the City
- Modernization of the existing and creation of new shelters for animals

Improvement of urban space objects:

Improvement of the temporary structures for conducting entrepreneurial activity, facilities of mobile and seasonal trade network, markets and RS (refuelling stations)

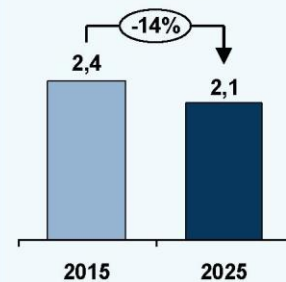
- Reduction of the number of temporary structures for conducting entrepreneurial activity in accordance with the comprehensive scheme of placing temporary structures in Kyiv
- Strengthening control over the placement of mobile facilities of the retail trade network and facilities of the seasonal retail network in accordance with the procedures and schemes approved in Kyiv
- Distribution of free space for the placement of temporary structures for conducting entrepreneurial activity on a competitive basis
- Popularization of the mechanism of transfer of premises from residential to non-residential fund on the ground floor for conducting entrepreneurial activities without violating the rights of the inhabitants of these residential buildings
- Arrangement of the refuelling station's network
- Facilitating the reconstruction of enterprises of the market network

Key indicators of the achievement of operational goals by sector:



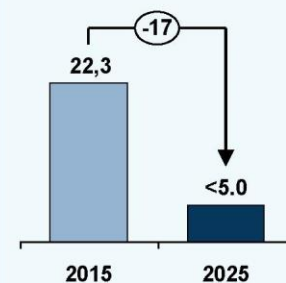
Number of temporary structures for conducting entrepreneurial activity

(units / 1 thousand residents)



Share of illegal temporary structures for conducting entrepreneurial activity (to the total number of such facilities)

(%)





Improvement of the outdoor advertising facilities and information carriers

- Approval of the comprehensive schemes of placing of outdoor advertising facilities in Kyiv
- Creation of a procedure for placing posters with cultural events at culture establishments of Kyiv
- Development and implementation of the concept of placing advertisements on public transport in Kyiv
- Implementation of mechanisms of open auctions for the right to install advertising facilities on the territory of municipal property of the territorial community of Kyiv
- Implementation of the electronic procedure for issuing documents for the installation of information carriers and outdoor advertising facilities

Improvement of coastal areas and placement of berth-connected vessels

- Development and approval of a comprehensive scheme for placing berth-connected vessels with the determination of their target use, environmental regulations
- Development and implementation of a procedure for conducting open contests for the identification of economic entities that will place their berth-connected vessels in places designated by the comprehensive scheme of placing

Improvement of the regulatory support:

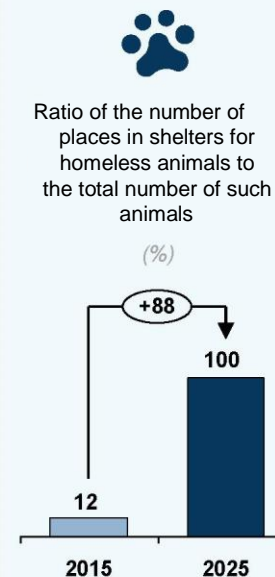
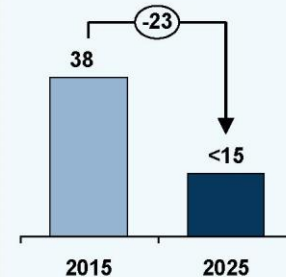
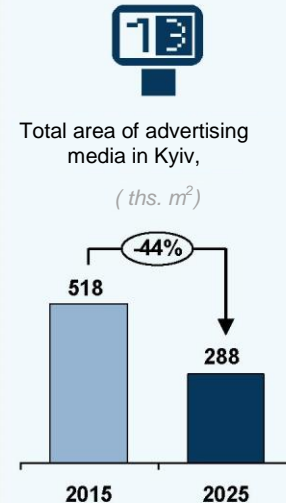
1.3

- Initiation of amendments to the legislation regarding settlement of issues of city improvement (for example, regarding issuance of permits, dismantling of facilities, application of fines, engagement of the public, etc.)
- Improvement of the Regulations on the Improvement of Kyiv and the development of standards for the urban environment, the adoption of the Comfortable City concept
- Promoting the development of private business in accordance with best international practices through the adoption of a number of regulatory acts
- Initiating the improvement of legislation on on trade regulation (for example, working hours, sales of alcohol / tobacco, etc.)
- Improving the rules for keeping pets and treating homeless animals in Kyiv

Control over the creation and maintenance of urban space:

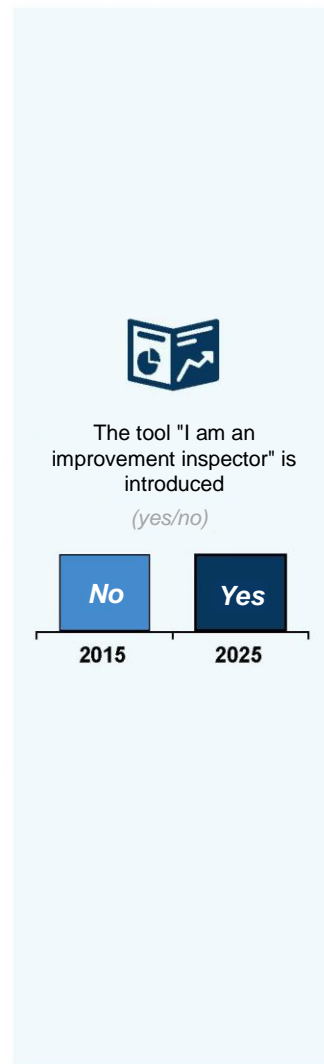
1.4

- Strengthening control over compliance with integrated schemes for placing temporary structures for conducting entrepreneurial activity, berth-connected vessels and outdoor advertising facilities
- Strengthening control over observance of the Regulations on the Improvement of Kyiv and Kyiv Street Design Guide





- Taking measures to improve the legislation on strengthening liability (including material) for violating the regulatory requirements relating to the improvement of Kyiv and for unauthorized connection to communication networks
- Control over observance of a definite functional purpose of the facilities in city space
- Engagement of the public and interaction with volunteer and charitable organizations on the arrangement of public space
- Ensuring public access to information on issued permits for the placement of outdoor advertising facilities, temporary structures for conducting entrepreneurial activity, facilities of mobile and seasonal trade network through the portal of the City Planning Cadastre
- Launching the tool "I am an improvement inspector" on the website of the City Planning Cadastre
- Strengthening control in the area of issuing permits that regulate connection to communication networks
- Creation of a system for monitoring compliance with environmental, water and urban planning legislation, requirements, conditions, granting of the right to place berth-connected vessels
- Introduction of annual 3D scanning as an inventory tool for all city's space objects
- Strengthening the control over keeping pets and regulating the number of homeless animals by humane methods
- Creation of a control system over the violation of the rules of keeping pets in Kyiv



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Share of modular refuelling stations in Kyiv installed in violation of the requirements of the Regulations on the Improvement of Kyiv (to the total number of such facilities)	%	100	0
Share of dismantled modular refuelling station in the number of detected modular refuelling stations installed in violation of the requirements of the Regulations on the Improvement of Kyiv	%	63	100
Number of advertising media in Kyiv	units / km ²	32.5	29.9
Number of city's beaches equipped with infrastructure for people with disabilities	units	0	7
Number of sports grounds on the city's beaches	units	5	15
Number of sterilization of homeless animals (to the number of animals registered in the database during the reporting period)	%	227	100
Share of homeless animals which got their places to the total number of those registered in the database (as of the end of the reporting period)	%	35	100



Vision of the future state of the sector:

Kyiv is a city that effectively interacts with its residents through the use of the state-of-the-art technologies.



STRATEGIC GOAL:

**IMPROVING THE COMFORT
OF LIFE OF THE
RESIDENTS OF KYIV**

SECTOR 2.7.

ADMINISTRATIVE SERVICES



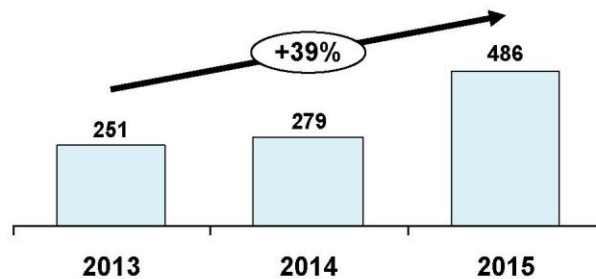
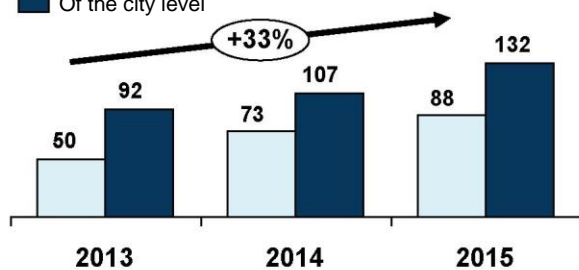
TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

Over the past years, the list of administrative services provided via the Administrative Services Centers (ASCs) in Kyiv has considerably expanded, which has become, among other things, one of the factors in increasing the demand for such services among the city's residents.

Number of services of the ASC
(units)

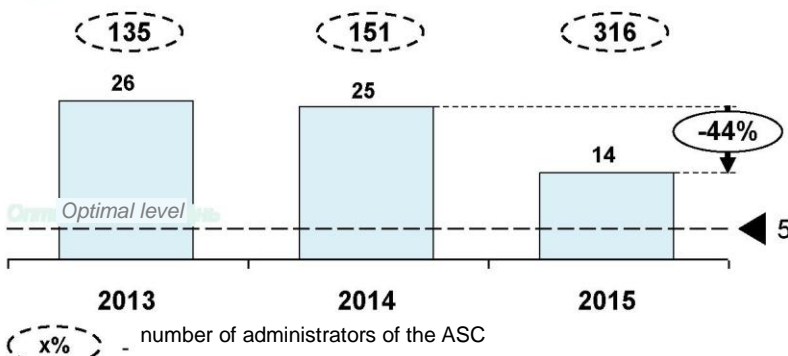
Number of appeals to the ASC
(thousand appeals)

Of the regional level
Of the city level



In 2015, due to the increase in the number of administrators of the ASCs, it was possible to reduce the load on employees by 44%, but the achieved level is still three times higher than the optimal one.

Load level for one administrator of the ASC
(thousand residents / administrator)

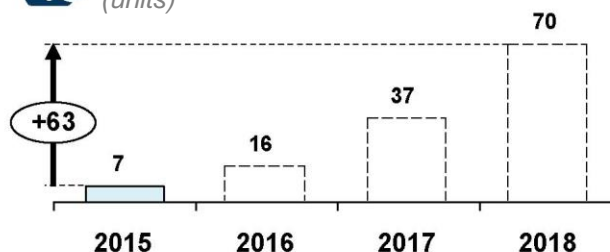
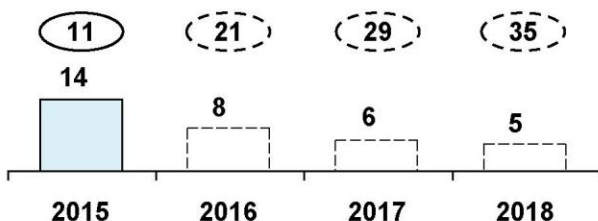


5 thousand
residents is optimal
load level on
one administrator
of the ASC

In order to reduce the load on the employees of the ASCs and improve the quality of administrative services, it is necessary to expand the network of ASCs and increase the number of services provided electronically.

Expected load level for one administrator of the ASC
(thousand residents / administrator)

Expected number of electronic services of the ASC
(units)



(x) - current number of ASCs (x) - expected number of ASCs

OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Creation of a modern and branched system of centers for the provision of administrative services of the European standard

1.1

Development of territorial subdivisions of district administrative service centers:

- Ensuring the prerequisites for the establishment of an adequate system of governance for the provision of administrative services, the interconnection and subordination of urban and district levels of the ASCs
- Creation of new territorial subdivisions of the ASCs
- Reconstruction and modernization of the existing ASCs (including for the purpose of providing services to people with disabilities)
- Creation of the appropriate material and technical resources of the ASCs in Kyiv
- Formation and promotion of a single brand (ASC)

Staffing:

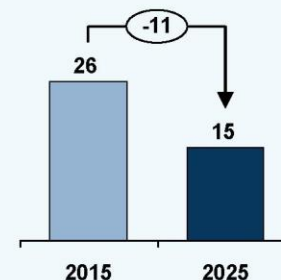
1.2

- Increasing the number of administrators of ASCs
- Ensuring effective human resources management, solving the problem of staffing of ASCs through the mobile group of administrators
- Introducing a modern and transparent employee incentive system
- Creating a platform for training administrators, sharing knowledge and skills in providing quality services

Key indicators of the achievement of operational goals by sector:



Average waiting time for the applicant in the queue of ASC (minutes)



2

Improving the quality of providing administrative services

Provision of administrative services in electronic form:

2.1

- Expansion of the number of administrative services provided electronically
- Creation of a mobile version of an external website and / or mobile application
- Development and modernization of the official web portal of administrative services of Kyiv (external website and internal portal))
- Integration of the internal portal and the external website of the official web-portal of the administrative services of Kyiv with state and municipal electronic registries

...



2.2

- Development of cloud services for the provision of administrative services

Unification of administrative services:

- Implementation of the Resolution of the Kyiv City Council "On Determination of Lists of Administrative Services Provided via the Administrative Service Centers in Kyiv"
- Optimization of the procedures for obtaining administrative services at the level of the city and districts
- Separation of the administrative and state / public services being not administrative in Kyiv

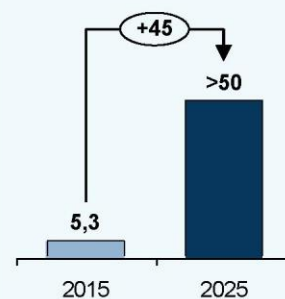
2.3

Implementation of quality management system for administrative services:

- Creation of a single standard for the provision of administrative services at the level of Kyiv
- Minimization of the number of documents and optimization of procedures for the provision of administrative services through the approval of implementation charts of administrative services
- Systematic audits and studies on the quality level of the provision of administrative services and customer satisfaction with the level of their servicing, involving independent experts and the general public, prompt response to identified shortcomings
- Formation of effective interaction and communication, obtaining feedback from applicants via a mobile application and / or an external website
- Development and implementation of criteria / mechanisms for assessing the work of administrators, as well as subjects providing administrative services
- Development of giving bonuses and bonus reduction of the employees of ASCs and other subjects providing administrative services



Share of administrative services provided electronically to the general list of administrative services provided via ASCs in Kyiv (as of the end of the reporting period) (%)



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Number of ASCs in Kyiv (Centers and their territorial subdivisions)	units	12	35
Capacity of ASCs	visitors / day	6,200	10,000
Ratio of the average salary of an administrator of ASC to the average monthly nominal salary in Kyiv	%	84	>100
Implementation of the Resolution of the KCC "On Determination of Lists of Administrative Services Provided via ASCs in Kyiv" in the city's ASC	%	n/a	100
Share of positive reviews about the work of ASCs	%	64	>80

Vision of the future state of the sector:

Kyiv is the flagship of educational reforms that provides affordable, high-quality and up-to-date education for the city's residents.

STRATEGIC GOAL:

**IMPROVING THE
COMFORT OF LIFE OF
THE RESIDENTS OF KYIV**

SECTOR 2.8.

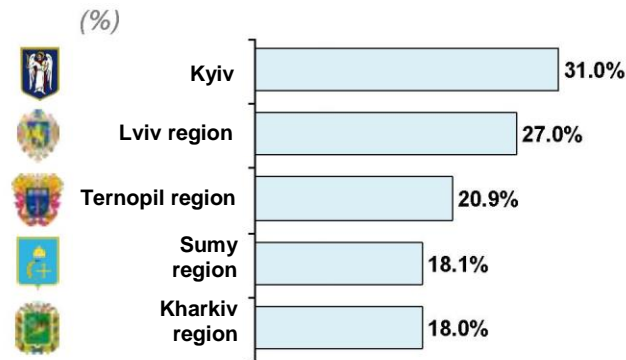
EDUCATION



TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

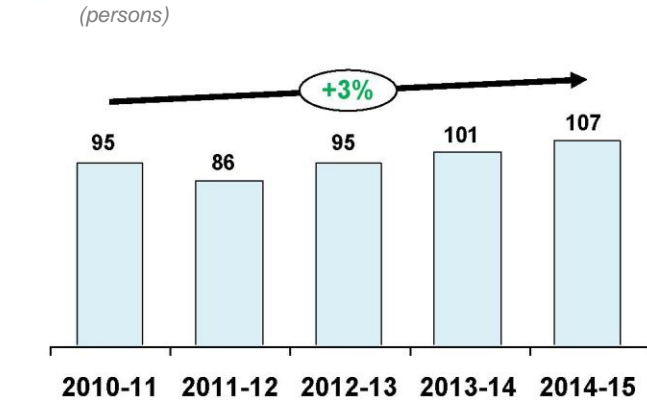
Kyiv is characterized by a high level of quality of education in comparison with other regions of Ukraine - the students of the capital demonstrate high results of EIT (external independent testing) and successfully perform at the final stages of pupil contests.

TOP-5 regions of Ukraine according to the results of the EIT in the Ukrainian language and literature: share of people with the scores of 180-200¹



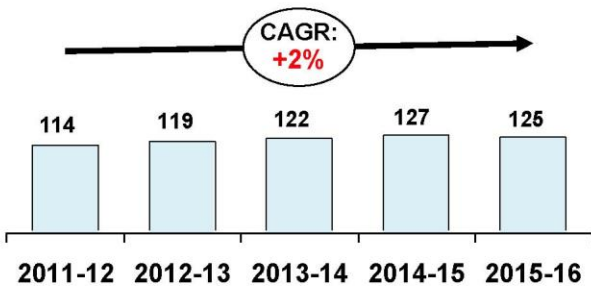
¹ – According to the results of EIT obtained by the school-leavers of CEEs of 2016.

Number of students of the CEEs (comprehensive educational establishments) Kyiv - the winners of the final stage of pupil contests by school years

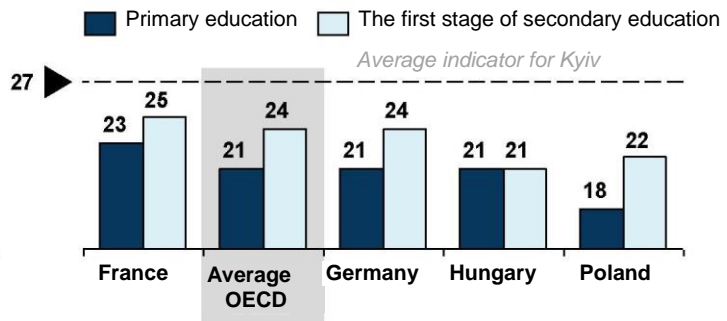


An urgent problem in the educational sphere of Kyiv is the increase in the load on educational establishments, in particular due to children of internally displaced persons from areas of the ATO and Crimea, migration processes, housing construction, etc.

Number of occupied places in the preschool educational establishments (PEEs) of Kyiv
(children in PEEs / 100 places in a PEE)

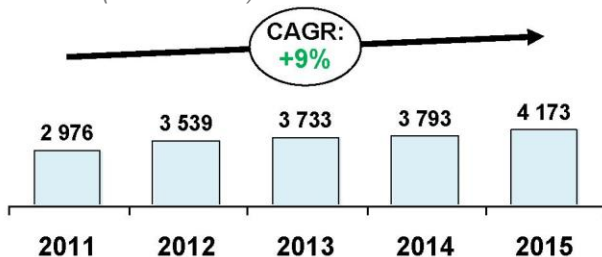


Average usage of capacity of classes of CEEs
(pupils in the CEEs per classroom)

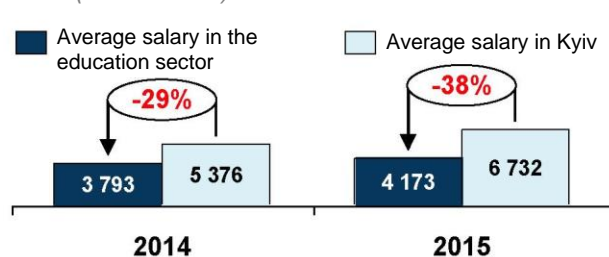


In recent years, the nominal salary of workers engaged in education has been gradually increasing, but there is a negative tendency towards increase in the gap between the level of salary in the field of education and the average level in Kyiv.

Dynamics of nominal salary in the education sector in Kyiv
(UAH/month)



Average monthly salary in the education sector in Kyiv
(UAH/month)



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Increasing the level of supply of the education infrastructure and its upgrading in accordance with the requirements of the time

Development of a network of educational establishments:

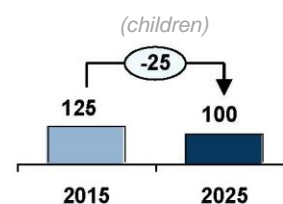
1.1

- Development of PEEs and CEEs, including through construction, reconstruction, extensive repairs and restoration of non-working facilities
- Support for the development of alternative forms of education (incl. private PEEs and CEEs)
- Transformation of the network of boarding schools, development of specialized and inclusive classes of CEEs
- Supporting the activities of the out-of-school EEs (educational establishments) as centers of educational work and spread of non-formal education
- Creation of the newest centers of vocational education to meet the needs of the labour market

Key indicators of the achievement of operational goals by sector:



Number of children in PEEs per 100 places



Renewal of material and technical resources of the educational and methodological base of educational establishments:

1.2

- Modernization of laboratories and computer classes, provision of EEs with modern teaching aids
- Improving the functioning of educational establishments through the implementation of ICT (including improvement and development of automated systems: Electronic Kindergarten, Electronic School, etc.)

2

Improving the relevance and quality of education

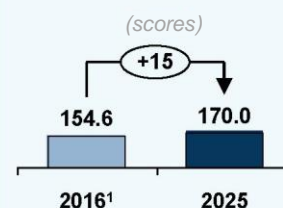
Providing EEs with a sufficient number of pedagogical staff:

2.1

- Increasing salaries and introducing employee incentive schemes
- Development and implementation of innovative programs for the professional development of pedagogical staff
- Professional training of qualified specialists and advanced training of workers engaged in education
- Creating incentives to attract experienced professionals and practitioners to teach in educational establishments, including foreigners



Average score of the EIT among school-leavers in Kyiv for all subjects



¹ – data for 2015 are not available



Formation of a single informational and educational space and the development of new educational forms:

2.2

- Implementation of the concept of reforming general secondary education New Ukrainian School
- Creation of a city resource center for distance learning and self-education
- Stimulating innovation and research activities in educational establishments
- Development of a unified information management system in the city, including the introduction of electronic forms of education
- Encouraging provision of grants for education of gifted children from socially disadvantaged groups by the tenants of municipal premises for the placement of private PEEs and CEEs

Providing of national patriotic education of children and youth of Kyiv:

2.3

- Holding educational events aimed at elevating the prestige of the Ukrainian language, culture, historical memory
- Establishment of cooperation between educational establishments of Kyiv and other regions of Ukraine with a view to exchange of pedagogical experience for the objective coverage of Ukrainian history and statehood, popularization of the Ukrainian language
- Integration of patriotic education into educational process, support of youth patriotic organizations

Increasing the orientation of the education sector to the needs of the labour market:

2.4

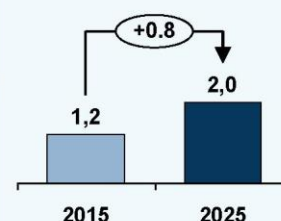
- Strengthening cooperation between educational establishments and research institutions / enterprises for the purpose of professional orientation of studying youth



Number of higher educational establishments of Kyiv in TOP-100 ranking of CEEs of Ukraine based on the results of the EIT in Ukrainian language and literature
(units)



Number of extracurricular scientific and technical groups
(units / number of CEEs)



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Coverage of children with out-of-school education	%	32	40
Share of private PEEs in the total number of PEEs of Kyiv	%	8	25
Share of private CEEs in the total number of CEEs of Kyiv	%	10	15
Number of classes with an inclusive form of study	units	101	202
Provision of pupils of CEEs with computers	computers / 100 pupils	4	25
Level of average monthly salary of workers engaged in education to the average monthly salary in Kyiv	%	62	>100

Vision of the future state of the sector:

Kyiv is a city where residents and guests of the capital feel safe.



STRATEGIC GOAL:

**IMPROVING THE
COMFORT OF LIFE OF
THE RESIDENTS OF KYIV**

SECTOR 2.9.

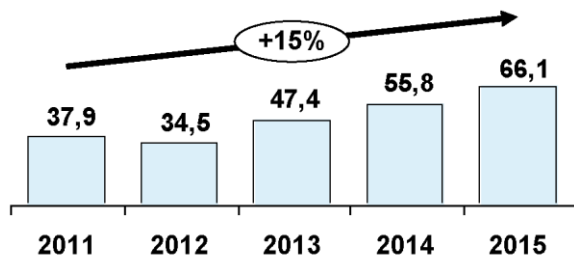
SECURITY AND CIVIL PROTECTION



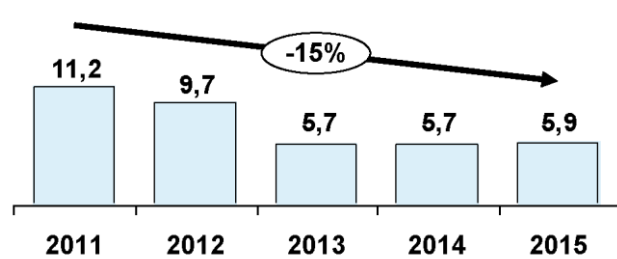
TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

In recent years, there has been an aggravation of the criminogenic situation in Kyiv, as evidenced by an increase in the number of detected crimes and a decrease in the number of detected individuals who committed these crimes.

Number of detected crimes
(thousand units)

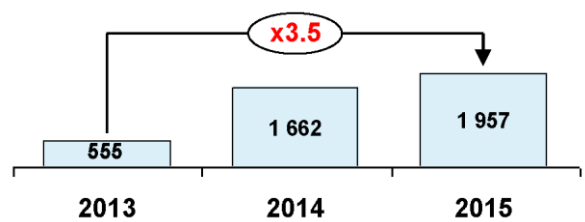
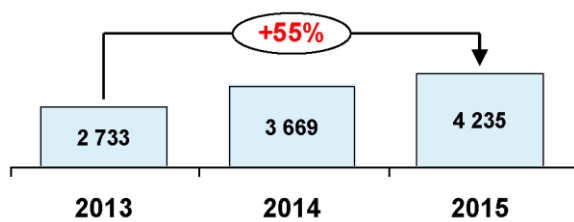
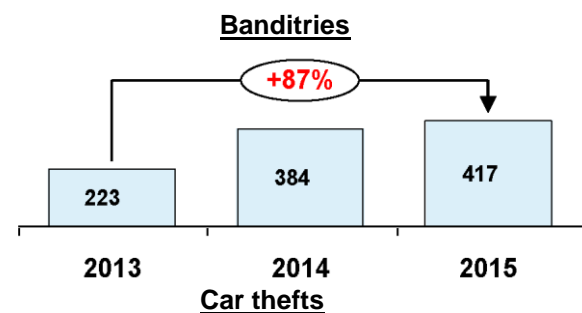
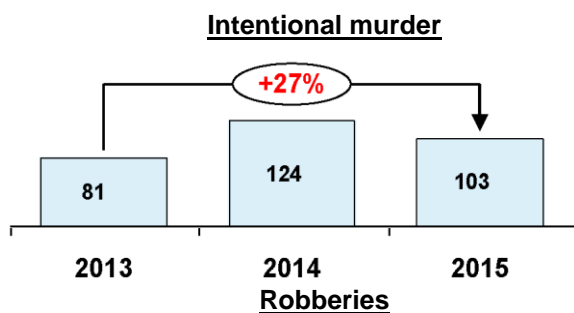


Number of detected persons who committed crimes (ths. persons)



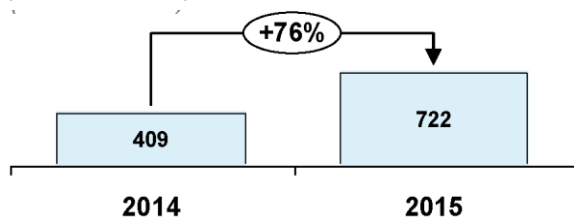
Significant increase in the number of grave and gravest crimes committed in Kyiv in recent years creates the need to increase the level of safety and protection of residents and guests of the city.

Number of grave crimes committed in Kyiv
(cases)

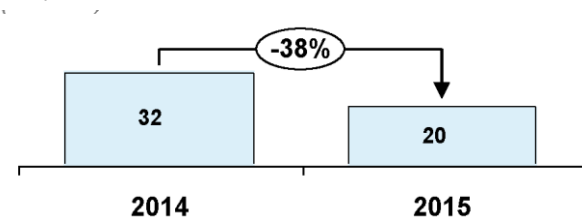


In 2015, a new patrol police started working in Kyiv, whose work in general had a positive impact on the effectiveness of law enforcement authorities in the capital, which is manifested, in particular, in lowering the average waiting time for a police squad.

Number of calls to 102 in Kyiv
(thousand calls)



Average waiting time for a police squad
(minutes)



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Reducing crime rates

Improving the effectiveness of the security system:

- Development and introduction of automated video surveillance system on the streets and highways of the city
- Development of international relations to support precaution, exchange of experience and crime prevention programs
- Establishment of the municipal police of Kyiv

1.1

Prevention of offences:

- Organization of information and educational events on legal education, prevention and precaution of offences

1.2

Provision with material and technical resources:

- Improvement of material and technical provision of existing the facilities (in particular, the cytological center of police of the capital city, "green rooms" in the police departments, etc.)
- Development and improvement of the system of centralized management of the TSUNAMI police squads

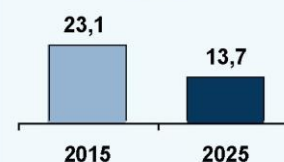
1.3

Key indicators of the achievement of operational goals by sector:



Number of crimes in the city
(crimes / 1 thousand residents)

CAGR: -5%



2

Ensuring civil protection of the population

Improving the effectiveness of preventive measures in the field of civil protection:

- Making inventory of protective structures of civil protection of Kyiv, bringing them to a proper condition
- Replenishment of material reserves for prevention and liquidation of emergency situations in Kyiv
- Creation of networks to inform the population in case of emergencies and threats
- Taking measures to inform the city residents about actions in case of emergencies
- Completion of the creation of the software and hardware complex of a single system of operational dispatch control

2.1



Making inventory of civil protection facilities of Kyiv and bringing them to a proper condition

(deadline)

31/12/2017



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators

Measurement unit

2015

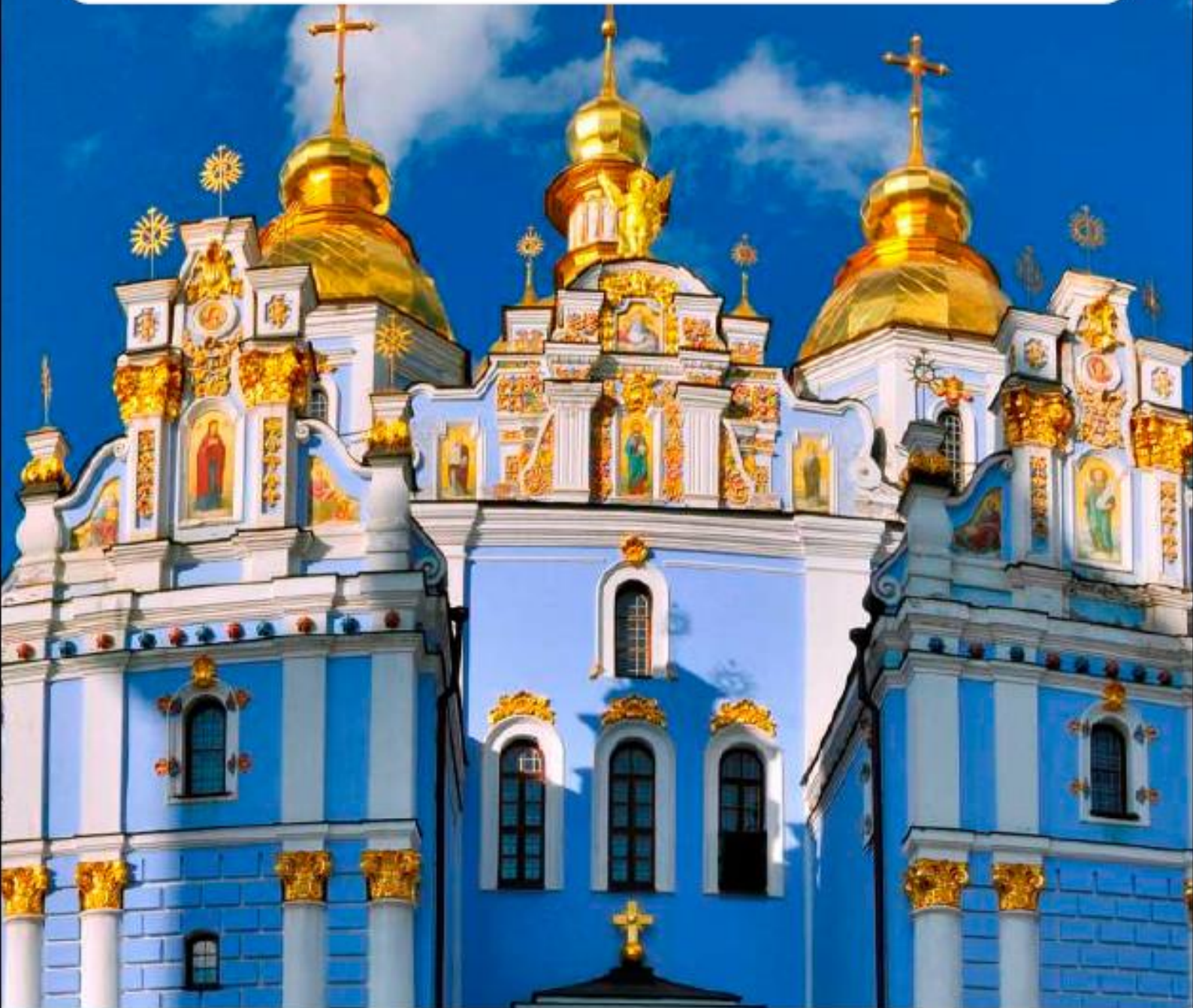
2025

Share of solved crimes in the total number of detected crimes in the current year	%	21	40
Public confidence in the police	%	40-55	70-85
Average waiting time for a police squad	minutes	20	<10
Number of registered crimes against the life and health of a person	crimes / 10 thousand residents	16	8



Vision of the future state of the sector:

Kyiv is a city that values and enriches its centuries-old historical heritage.



STRATEGIC GOAL:

**PRESERVING HISTORICAL
IDENTITY AND DEVELOPMENT OF
CULTURE IN KYIV**

SECTOR 3.1.

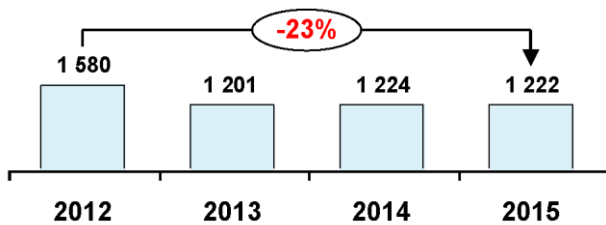
**HISTORICAL AND
CULTURAL HERITAGE**




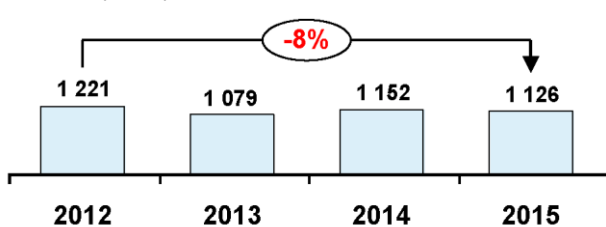
TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

In recent years, the number of monuments of history, urban planning and architecture in Kyiv has decreased.

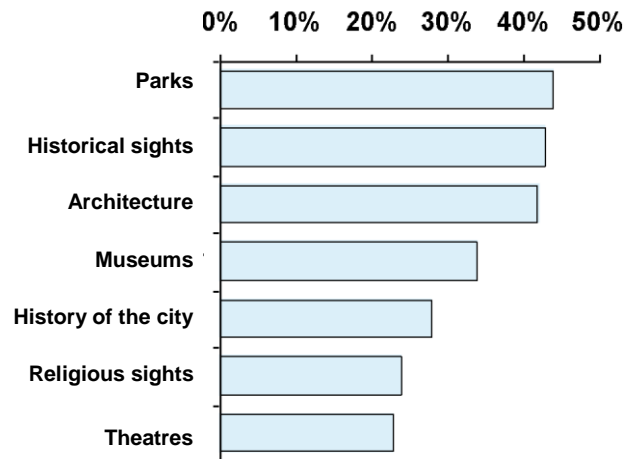
 **Number of historical monuments in Kyiv**
(units)



 **Number of monuments of architecture, art and urban planning in Kyiv**
(units)



Results of respondents' answers to the question: "What is attractive in Kyiv?"
(% of respondents)



Source: Report on the Implementation of the City Target Program for the Development of Tourism in Kyiv Until 2015.

Kyiv has a rich historical and architectural heritage, as evidenced by the inclusion of its sights in the UNESCO World Heritage List.

Included in the UNESCO World Heritage List

Complex: St. Sophia's Cathedral with adjoining monastic buildings, Kyiv Pechersk Lavra



Candidates for inclusion in the UNESCO World Heritage List

St. Cyril's Monastery



St. Andrew's Church



Astronomical Observatory of Taras Shevchenko National University of Kyiv



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1

Preservation and development of cultural heritage objects of Kyiv

Restoration and development of cultural heritage objects:

1.1

- Restoration and development of objects of cultural heritage, as well as creation of conditions for the modern use of such objects (including their adaptation to tourist and museum activities)
- Creation of a special fund of the city budget for the financing of protection of cultural heritage, initiation of amendments to legislative acts on seizing cultural heritage objects in emergency or neglected condition from the private owners to public ownership
- Development of programs for attraction of grants, charitable funds and investment
- Improving the mechanisms of attracting investors to restoration works on objects of cultural heritage of Kyiv (including by granting subsidies and privileges)

Control over the proper maintenance and preservation of cultural heritage objects:

1.2

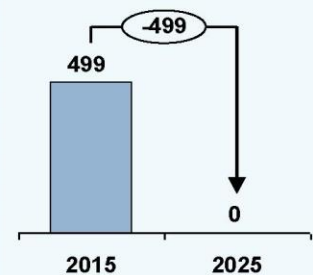
- Making inventory and registration of cultural heritage objects, protection and control over their condition
- Systematic work on the discovery of new objects of cultural heritage and initiating procedures of their inclusion in the State Register of Immovable Monuments of Ukraine
- Creation of a separate structural unit of the KCSA for issues of the cultural heritage protection
- Strengthening cooperation between the KCSA (Kyiv City State Administration) and the CEA (Central Executive Authorities) in the field of cultural heritage protection in Kyiv (including the development of a unified strategy for cultural heritage protection)
- Development of the potential of the territories of the State Historical and Architectural Reserve "Ancient Kyiv", the Kyiv Fortress Museum, the World Heritage Site
- "St. Sophia's Cathedral with adjoining monastic buildings, Kyiv-Pechersk Lavra" and its buffer zone
- Development of memorial protection documentation with determination of territories, boundaries and regimes of zones of cultural heritage objects protection
- Strengthening responsibility for violations of the legislation on memorial protection by economic entities (including due to construction works)

Key indicators of the achievement of operational goals by sector:



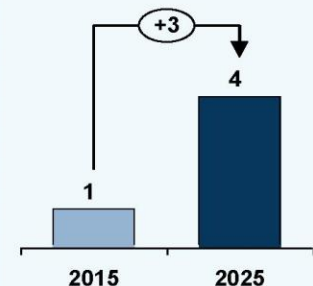
Number of objects of cultural heritage requiring extensive repairs and restoration works

(units)



Number of cultural heritage objects of Kyiv included in the UNESCO World Heritage List

(units)





1.3

Popularization of cultural heritage:

- Creation of a city electronic catalogue of the sights of history, monumental art, architecture and archaeology
- Implementation of cultural, educational and research activities in the field of protection and popularization of historical and cultural heritage
- Implementation of the social educational project Tourist Identification of Kyiv, installation of security boards and information signs on cultural heritage objects of Kyiv with QR codes, allowing reading of historical information
- Creation of an Internet portal Cultural Heritage of Kyiv and an interactive map of cultural heritage objects which, among other things, will contain information about the management entities of such objects, their current condition, photos, etc.

GENERAL INDICATORS OF EFFICIENCY BY SECTORS:



Indicators	Measurement unit	2015	2025
Share of cultural heritage objects in Kyiv for which the necessary registration documentation of the latest pattern has been developed	%	86	100
Dynamics of the number of cultural heritage objects in Kyiv	%	-0.3	>0.0
Creation of a public city electronic catalogue of the sights of history, monumental art, architecture and archaeology	yes/no	no	yes
Creation of the Internet portal Cultural Heritage of Kyiv and an interactive map of cultural heritage objects of Kyiv	yes/no	no	yes
Number of unique visitors to the Internet portal Cultural Heritage of Kyiv (after its creation)	thousand visitors / year	n/a	250
Share of cultural heritage objects in the city of Kyiv which is included in the public city electronic catalogue of the sights of history, monumental art, architecture and archaeology	%	n/a	100

Vision of the future state of the sector:

Kyiv is the cultural heart of Ukraine as well as Central and Eastern Europe.



STRATEGIC GOAL:

**PRESERVING HISTORICAL
IDENTITY AND DEVELOPMENT
OF CULTURE IN KYIV**


SECTOR 3.2.

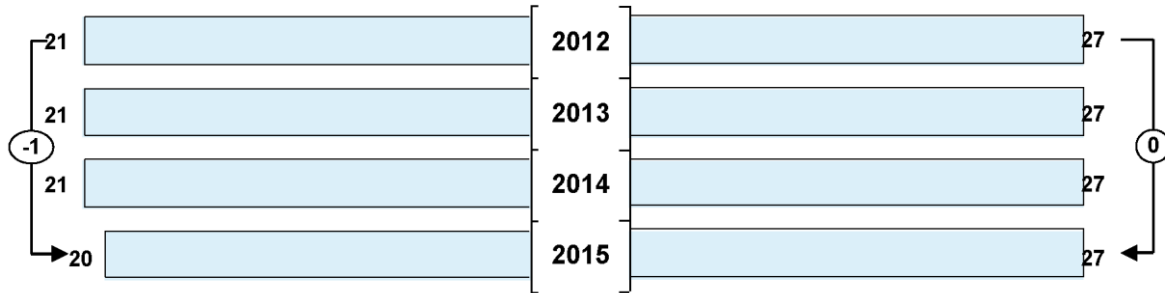
CULTURE



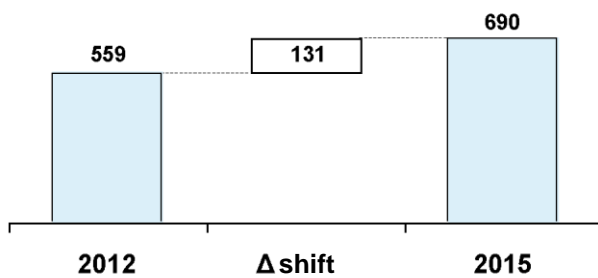
TRENDS AND MAIN PROBLEMS OF SOCIO-ECONOMIC DEVELOPMENT OF KYIV:

Today, there are 20 theatres and 27 museums of municipal ownership in Kyiv.

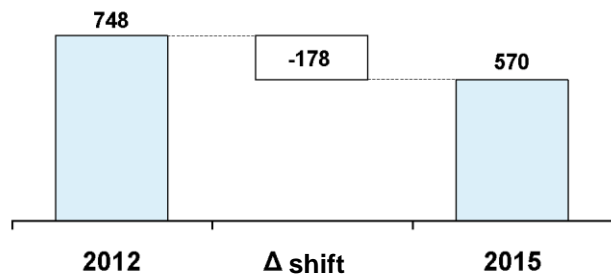
 **Number of theatres and museums in Kyiv**
(units)



Number of paid theatre visitors
(thousand visits)



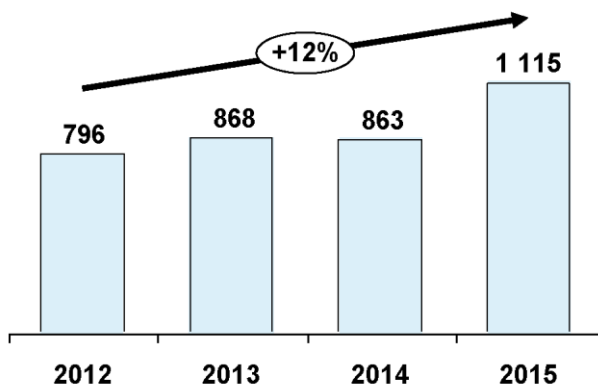
Number of paid museum visitors
(thousand visits)



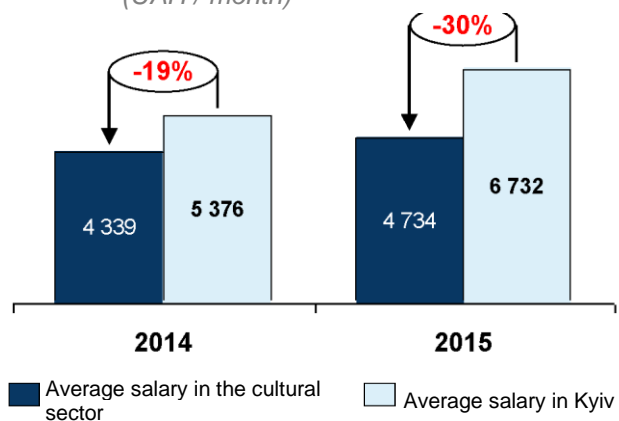
In recent years, the number of students of art higher educational establishments in Kyiv has increased by 40%, but the level of remuneration of employees of the cultural sector continues to lag behind the average level in the city.



Number of students of art higher educational establishments in Kyiv
(students)



Average monthly salary in the cultural sector in Kyiv
(UAH / month)



OPERATIONAL GOALS, TASKS AND MEASURES OF THE STRATEGY:

1 Providing the culture and creative industries with modern infrastructure

Creation of new cultural objects:

- Creation and support of an alternative cultural space (including the creation of quarters of culture, free theatre grounds, etc.)
- Creation and development of specialized cultural clusters (cinema, fine arts, musical, etc.) on the basis of state and city assets, as well as abandoned enterprises
- Creation and development of European cultural and artistic center
- Creation of museums / galleries of fine arts (including contemporary and modern art)
- Creation of cultural centers at the district level
- Creation of the Kyiv Municipal House of Nationalities
- Development of a system of preferences / privileges in order to support and encourage the development of new cultural establishments

Renovation of the existing cultural objects in compliance with time requirements:

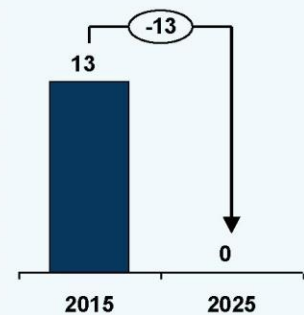
- Comprehensive repairs and modernization of cultural objects (including modernization of their material and technical resources)
- Development of museology (implementation of automated accounting systems of exhibits, improvement of storage conditions, digitization of the most valuable sights)
- Modernization of libraries by their informatization, formation of a single electronic library, the use of library resources for the creation of cultural and information centers

Key indicators of the achievement of operational goals by sector:



Number of municipal establishments of culture and art requiring extensive repairs

(units)



2 Upgrading and promoting the cultural supply

Provision of cultural supply in accordance with modern requirements:

- Organization of major cultural events (including through the involvement of the private sector)
- Stimulating the cultural supply and promoting cultural initiatives at the district level
- Holding artistic competitions (including for the purpose of attracting artists to participate in public projects)



- Formation of a long-term calendar of cultural events
- Introduction of a grant support system in the cultural sector on a competitive basis
- Providing access to the city's unique museums, theatres, libraries and the like via the Internet
- Updating library holdings (including on electronic media)

Provision of cultural establishments with professional staff:

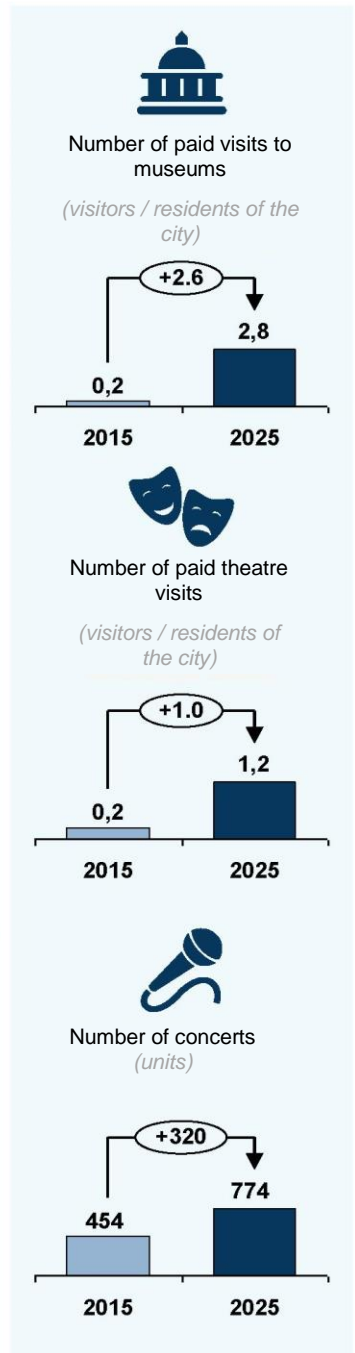
2.2

- Modernization of professional artistic and cultural education at all levels in accordance with European practices (including by increasing the level of material and technical support of initial specialized art establishments)
- Involvement of employees who have a modern education in the relevant field or a successful professional experience to work in the cultural establishments
- Increase of salaries and introduction of motivation systems for employees of cultural establishments
- Involvement of volunteer organizations into cultural and artistic events

Promotion of cultural supply:

2.3

- Popularization of contemporary and modern Ukrainian art
- Promotion of cultural and artistic events of the city on the tourist portal of Kyiv, in social networks and mailings (including in foreign languages)
- Expansion of cultural ties and popularization of cultural product in the European and world cultural space (including through the implementation of programs supporting the relevant projects)



GENERAL INDICATORS OF EFFICIENCY BY SECTORS:

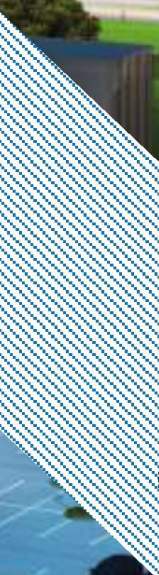


Indicators	Measurement unit	2015	2025
Number of Kyiv residents - prizewinners of international artistic and creative competitions (among the creative workers of municipal cultural establishments, pupils and students of municipal primary specialized and higher art educational establishments)	persons per year	1,700	>3,500
Number of excursions (in the municipal museums of Kyiv)	units / 1 thousand residents	6	10
Number of exhibitions (in the municipal museums of Kyiv and central city libraries)	units / 100 thousand residents	14	23
Ratio of the average monthly salary of employees of the cultural sector to the average monthly salary in Kyiv	%	70	100



03

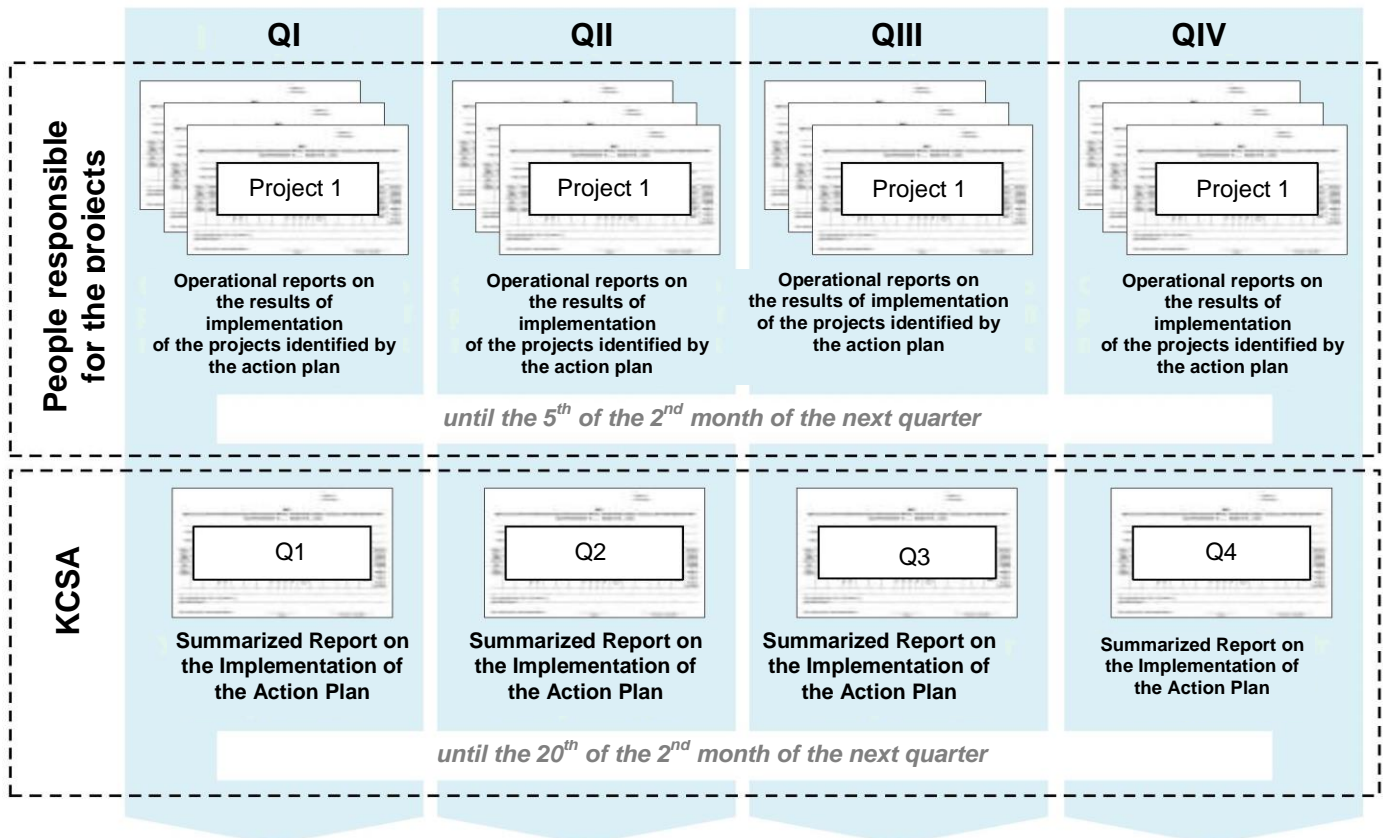
MONITORING SYSTEM AND TARGET INDICATORS OF THE STRATEGY





The key principle of the Strategy is measurability - all the Strategy's objectives have a clear numerical or qualitative expression, which enables keeping track of the progress we make and disciplines all those involved in it.

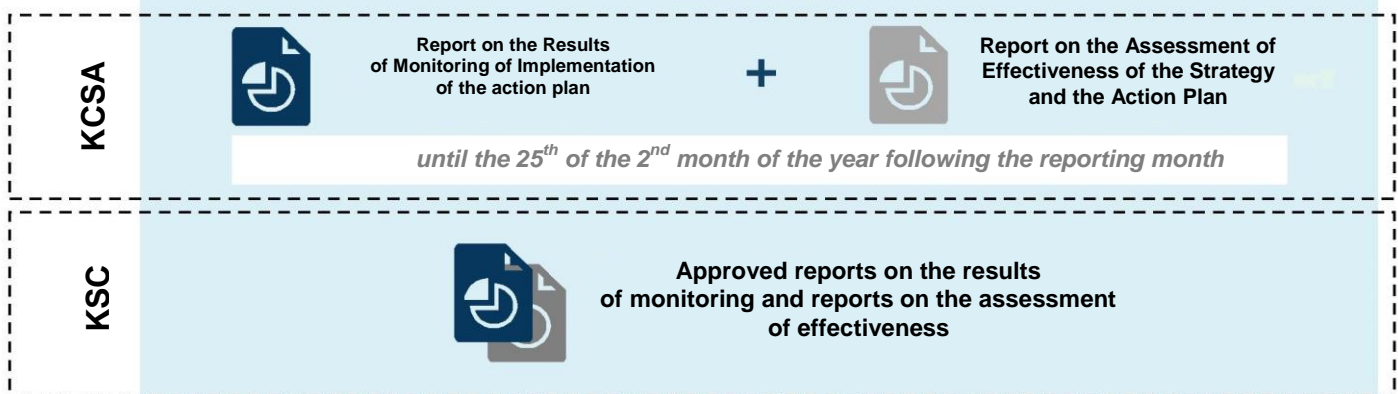
System for monitoring and evaluating the effectiveness of the Strategy implementation:



Publication of quarterly summarized reports on the implementation of the action plan on the official web-portal of the KCSA



Reporting year



Publication of the reports on the results of monitoring and reports on the assessment of effectiveness approved by the KSC on the official web-portal of the KCSA



Copies of reports on the results of monitoring and reports on the assessment of effectiveness approved by the KSC are submitted by the KCSA to the Ministry of Regional Development



The new version of the Strategy includes indicators for the development of Kyiv determined by the State Strategy for Regional Development Until 2020.

Indicators regulated by the State Regional Development Strategy

Sectors of urban development	Indicators	Measurement unit	2016	2020
General	Available income per person	UAH	59,079 ¹	77,043 ²
General	Gross Regional Product (in actual prices) per person	UAH	130,185 ¹	171,142 ²
Industry and development of entrepreneurship	Volume of sold innovative products, percent to the total volume of industrial products sold	%	7.5 ¹	10 ²
Industry and development of entrepreneurship	Exports of goods per one person	USD	4,654 ¹	5,007 ²
Industry and development of entrepreneurship	Number of small enterprises per 10 thousand of the existing population	units	289 ¹	311 ²
Industry and development of entrepreneurship	Number of medium-sized enterprises per 10 thousand of the existing population	units	11 ¹	18 ²
Investment	Volume of direct foreign investment per one person	USD	10,720 ³	12,250 ⁴
Labour market	Average monthly salary (nominal)	UAH	6,893 ¹	8,825 ²
Labour market	Unemployment rate according to the methodology of the International Labour Organization	%	5.1 ¹	5.1 ²
Housing and public utilities	Level of equipment of the total area of housing with water supply system in the urban area	%	99.3 ¹	99.8 ²
Ecopolicy and environmental protection	Share of utilized waste, percent to the total volume of generated waste	%	9.5 ¹	19.2 ²
Ecopolicy and environmental protection	Area of lands of the nature reserve fund	thousand ha	15.9 ³	17.6 ⁴
Ecopolicy and environmental protection	Unit weight of the area of the nature reserve fund to the area of the administrative-territorial unit	%	19 ³	214
Healthcare and sports	Provision of the population by doctors of all specialities (per 10 thousand existing population as of the end of the year)	persons	88.9 ¹	89.7 ²
Healthcare and sports	Mortality rate per 1 thousand population	per thousand	9.5 ¹	9.1 ²
Healthcare and sports	Demographic load on 1 thousand permanent residents aged 16-59 (urban area)	per thousand	489.7 ³	487.9 ⁴
Education	Coverage of children by pre-school educational establishments (urban area)	%	61 ¹	65 ²

Notes:

¹ – For 2016

³ – As of December 31, 2016

² – For 2020

⁴ – As of December 31, 2020



A comprehensive list of the indicators of the effectiveness of implementation of the Strategy is used for objective assessment.

Indicators of effectiveness characterizing implementation of the Strategy of the development of Kyiv (grouped by the sectors of urban development):

Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
General	Gross Regional Product per resident	EUR thousand/resident	6.6 ¹	9.4	13.3
General	WB Doing Business Ranking ²	position in a ranking	81	<30	<30
General	Calculated index of the comfort of life in Kyiv	index	100	139	191
General	EIU Global Liveability Ranking	position in a ranking	132	<80	<50
General	Residents of the city being proud of Kyiv	%	54	65	75
General	Euromonitor Top 100 City Destinations Ranking	position in a ranking	96	<70	<50
Industry and development of entrepreneurship	Industrial Production Index of Kyiv	%	-5	>7	>7
Industry and development of entrepreneurship	Industrial production sales volume per one resident	UAH thousand/resident	44	91	186
Industry and development of entrepreneurship	Unit weight of enterprises engaged in innovations	%	17	24	33
Industry and development of entrepreneurship	Share of small enterprises in products (goods, services) sales volume of the city	%	15	25	35
Industry and development of entrepreneurship	Share of the EU member states in the structure of export of goods and services of Kyiv	%	31	40	50
Industry and development of entrepreneurship	Share of workers employed in small enterprises to the total number of employed in Kyiv	%	22	30	40
Industry and development of entrepreneurship	Dynamics of real retail turnover of enterprises per capita (in prices of the previous year)	%	-16	>6	>6
Industry and development of entrepreneurship	Dynamics of real local budget revenues from taxes paid by industrial enterprises of Kyiv (in prices of the previous year)	%	0.3	>0.0	>0.0
Industry and development of entrepreneurship	Dynamics of real local budget revenues from corporate profit tax (in prices of the previous year)	%	n/a	>0	>0
Industry and development of entrepreneurship	Dynamics of real local budget revenues from the single tax (in prices of the previous year)	%	n/a	>0	>0
Investment	Capital investment for the year	UAH thousand/resident	31	49	77

¹ – The forecast value of GRP in the amount of UAH 160,753/resident is used, according to the Kyiv Social and Economic Development Program for 2016

² – The position of Ukraine in the ranking WB Doing Business is used, as the study is conducted in Kyiv



Sectors of urban development		Indicators	Measurement unit	2015	2020	2025
Investment	Cumulative FDI		USD ths./ resident	8	12	14
Investment	Credit rating of the city using the scale of S & P ranking agency (not lower)		credit rating	CCC+	BBB	BBB
Investment	Creation of a public register of investment projects in Kyiv		yes/no	no	yes	yes
Investment	Ratio of the number of signed investment contracts to the number of completed questionnaires of investors (via a single investment portal of the KCSA)		%	0	15	25
Investment	Ratio of the number of concluded investment contracts to the number of investment projects included in the list of objects that need the attraction of investment		%	37	40	50
Investment	Ratio of the number of investment projects included in the list of objects investment that need the attraction of investment to the number of completed questionnaire of initiators		%	13	18	25
Labour market	Unemployment rate of the population aged 15-70 (using the ILO methodology)		%	7.0	5.5	3.9
Labour market	Load on one vacancy as of the end of the reporting year		registered unemployed / vacancy	4.3	2.0	1.0
Labour market	Average duration of search for a job by unemployed (using the ILO methodology)		months	11	8	6
Labour market	Level of official average monthly salary in Kyiv (per one full-time employee)		EUR/month	278 ¹	>550	>1,100
Labour market	Employment of registered unemployed (average weighted by months)		% to the number of citizens which had a status of unemployed	4	6	10
Labour market	Share of unemployed young people aged under 35 to the total number of registered unemployed (as of the end of the year)		%	40	35	30
Labour market	Dynamics of real local budget revenues from PIT (in prices of the previous year)		%	-27	>0	>0
Urban development and land relations	Dynamics of real local budget revenues from the land-use charge (in prices of the previous year)		%	1	>0	>0
Urban development and land relations	New approved City General Plan		yes/no	no	yes	yes
Urban development and land relations	Position in the WB Doing Business Ranking in the category of Obtaining of Building Permits		position in a ranking	140	<80	<50
Urban development and land relations	Dynamics of real local budget revenues from real estate tax (in prices of the previous year)		%	n/a ²	>0	>0



Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
Urban development and land relations	Number of construction projects that violate urban planning, land or building legislation	units	485	0	0
Urban development and land relations	Share of the area of the city's lands covered by the inventory and included in the urban land cadastre (in the total area of the city's land)	%	86	100	100
Urban development and land relations	Area of land plots of Kyiv occupied in violation of the legislation	ha	4.5	0.0	0.0
Urban development and land relations	Number of land lease agreements, under which the rent amount is less than 3 % of the normative monetary evaluation (as of the end of the year)	units	1,632	780	0
Urban development and land relations	Ratio of the amount of arrears of rent payment for land (as of the end of the reporting period) to the amount of rent actually paid for land plots (during the reporting period)	%	13.5	<12.0	<10.0
Urban development and land relations	Ratio of the amount of land tax arrears (as of the end of the reporting period) to the amount of the actually paid land tax (during the reporting period)	%	24.4	<16.0	<10.0
Urban development and land relations	Ratio of the amount of arrears for payment of share holding (contributions) in the development of social and engineering transport infrastructure of Kyiv and under the compensation contracts for the land development of the territory in accordance with the concluded contracts (as of the end of the reporting period) to the amount of the actually paid share (contributions) for development social as well as engineering and transport infrastructure of Kyiv and according to the contracts on compensation for the engineering preparation of the territory according to concluded contracts (during the reporting period) without taking into account the inflation and penalties	%	223	<100	<10
Urban development and land relations	Implementation of the UNESCO requirements for observance of development regimes in the buffer zone of the Saint Sophia Cathedral and Kyiv Pechersk Lavra	yes/no	yes	yes	yes
Tourism	Number of inbound visitors	mln. people / year	1.8	2.2	2.6
Tourism	Average duration of stay of tourists	days	1.9	2.4	3.0
Tourism	General city's position in the Numbeo Safety Index Ranking	position in a ranking	217	<100	<50
Tourism	Dynamics of real local budget revenues from tourist fees (in prices of the previous year)	%	21	>0	>0
Tourism	Conduct systematic annual marketing and analytical research in the field of tourism	yes/no	no	yes	yes
Tourism	Average annual occupation of the room stock of the collective accommodation facilities (legal entities)	%	30	45	68
Tourism	Number of unique visitors to the city tourist portal	ths. visitors / Year	65	130	250



Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
Tourism	Share of revenues from tourism in the GRP of Kyiv	%	0.5	>1.0	>2.5
Tourism	Number of international information companies / activities conducted to promote the city's tourism potential	units / year	13	18	25
Tourism	Number of places in collective accommodation facilities	ths. units	20.4	23.0	25.0
Tourism	Number of downloads of the Kyiv City Guide mobile application to the personal devices (after creation)	ths. units	0	10	25
Housing and public utilities	Degree of wear of cable lines 0.4-110 kV,%	%	60	<40	<25
Housing and public utilities	Degree of wear of heating systems	%	66	<40	<25
Housing and public utilities	Degree of wear of Desnianska and Dniprovsk water intake plants,%	%	89	<45	<25
Housing and public utilities	Degree of wear of water supply networks	%	81	<45	<25
Housing and public utilities	Degree of wear of sewage systems	%	72	<40	<25
Housing and public utilities	Total consumption (useful supply) of electricity throughout the city	ths. KW*h/resident	3.0	2.7	2.4
Housing and public utilities	Total consumption (useful supply) of heat throughout the city	Gcal / resident	3.2	2.9	2.6
Housing and public utilities	Total water consumption by the city	(m ³ / resident)	73	65	58
Housing and public utilities	Assessment of the quality of public utility services by the residents of Kyiv	points (1-5)	2.3	3.0	4.0
Housing and public utilities	Percentage of housing cooperatives in multi-apartment housing stock (together with building and loan associations)	%	7.1	25.0	35.0
Housing and public utilities	Number of dilapidated and emergency facilities of the housing stock of Kyiv (excluding the private sector) as of the beginning of the reporting period	units	101	50	0
Housing and public utilities	Share of elevators operated for more than 25 years	%	44	<15	<5
Housing and public utilities	Share of dispatched elevators	%	74	86	100
Housing and public utilities	Share of water losses from supply to the network	%	18	10	5



Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
Housing and public utilities	Share of central heating points, with the service life exceeding 25 years	%	66	<40	<25
Housing and public utilities	Wear of substations 110; 35 kV	%	68	<40	<25
Housing and public utilities	Wear of electric transformer substations of 10 kV	%	66	<40	<25
Housing and public utilities	Electricity consumption by municipal and household consumers in Kyiv	mln. kW*h	2,298	2,055	1,838
Housing and public utilities	Average number of power outages per consumer throughout a year	units	1.8	1.6	1.4
Housing and public utilities	Average duration of power outages	hours	3.5	2.7	2.1
Housing and public utilities	Level of availability of measuring devices in housing stock	%	79.5	89.0	99.0
Housing and public utilities	Level of availability of individual heat points in the housing stock	%	27.4	34.3	43.0
Housing and public utilities	Consumption of heat energy by government-financed institutions and organizations of Kyiv	ths. Gcal	1,077	964	862
Housing and public utilities	Level of availability of heat consumption regulation systems in government-financed institutions and organizations of Kyiv	%	95	96	97
Housing and public utilities	Share of housing stock that is serviced by private housing and utility organizations	%	18.7	30.0	50.0
Housing and public utilities	Average duration of the provision of services by Center for Public Utilities Service, Public Concern (from the moment of registration of the consumer in the electronic queue)	minutes	15	10	7
Transport and urban mobility	Share of the population which spends no more than 45 minutes for transport correspondence: "home - work" and "work - home" (one way)	%	77	82	90
Transport and urban mobility	Car usage ratio	ratio	0.9	0.7	0.5
Transport and urban mobility	Number of deaths in RTA	persons / 100 ths. residents	4.6	3.3	2.3
Transport and urban mobility	Distribution of journeys by modes of transport (modal split)	% pedestrians / % bicycles / % FT / % motor vehicle	35 / 0 / 37 / 28	33 / 3 / 37 / 27	32 / 5 / 37 / 26
Transport and urban mobility	Length of lines of communal public electric transport (tram, trolleybus)	km/100 thousand residents	43.6	47.2	51.0
Transport and urban mobility	Annual independent audit of financial statements of Kyivpastrans, Municipal Enterprise; Kyivskyi Metropolitan, Municipal Enterprise; Kyivavtodor, Municipal Corporation; Kyivtransparkservis, Municipal Enterprise with further publication of the auditor's report on official web-sites	yes/no	no	yes	yes



Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
Transport and urban mobility	Average daily number of passengers of non-rail public transport	passengers / vehicle	1,015	1,137	1,274
Transport and urban mobility	Volume of carbon dioxide emissions generated by vehicles	tons / thousand residents	676	605	541
Transport and urban mobility	Share of tram and trolleybus contact network, which requires replacement of cables	%	60	<40	<25
Transport and urban mobility	Average level of wear of rolling stock of the underground railway	%	84	<45	<25
Transport and urban mobility	Average level of wear of rolling stock of trolleybuses	%	26.0	<25.5	<25.0
Transport and urban mobility	Average level of wear of rolling stock of trams	%	89	<45	<25
Transport and urban mobility	Average level of wear of rolling stock of buses	%	59	<40	<25
Transport and urban mobility	Share of allocated lanes for ground public transport to the total length of the city's main roads	%	6	10	18
Transport and urban mobility	Length of bicycle pathways (cycle lanes and cycle tracks)	(km / 100 thousand residents)	0.9	4.7	16.1
Transport and urban mobility	Share of regulated intersections equipped with means for fixing violations of traffic regulations and video surveillance systems	%	3	20	100
Transport and urban mobility	Average annual day parking paid	hours/parking lot	597	1,100	2,000
Transport and urban mobility	Availability of parking lots for cars registered in Kyiv	parking lots / 1 thousand registered cars	1.7	4.0	8.0
Transport and urban mobility	Number of licensed taxi cars	units / 10 ths. residents	0.6	2.0	4.0
Transport and urban mobility	Share of small-capacity bus transportations to the total number of passenger traffic	%	24	18	13
Social support and assistance	Ratio of differentiation of total incomes of the population (decile)	times	3.11	2.7	2.5
Social support and assistance	Number of municipal social facilities requiring major repairs	units	23	<10	<5
Social support and assistance	Average term of being registered in a preferential housing registry of socially unprotected citizens (at the time of obtaining housing)	years	13	8	5
Social support and assistance	Provision of social services	%	n/a	25	50
Social support and assistance	Unit weight of orphans and children deprived of parental care who are brought up in family forms of upbringing, in the total number of children in this category	%	91	93	95
Social support and assistance	Poverty level in in Kyiv (according to the relative criterion - 75% of the median total expenditures of the population)	%	10	<7	<5



Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
Social support and assistance	Share of persons registered in the preferential housing registry that were provided with housing (or improved living conditions) during the year (in the total number of those registered in the preferential housing registry at the beginning of the year)	%	0.6	2.0	5.0
Social support and assistance	Share of orphans, children deprived of parental care and persons of similar categories who have obtained housing during the year (in the total number of those registered in the preferential housing registry for this category of persons) as of the beginning of the year	%	1.6	8.6	15.6
Social support and assistance	Percentage of municipal institutions and establishments of social, cultural, medical, educational, sports, trade and administrative spheres, which provide access and comfort for people with disabilities	%	n/a	100	100
Social support and assistance	Creation of a unified information and analytical system of registration of citizens who receive benefits, payments, social services or have got into difficult life circumstances	yes/no	no	yes	yes
Social support and assistance	Share of persons who were entered into the unified information and analytical system of the registration of citizens receiving benefits, payments, social services or have got into difficult life circumstances, in the total number of such persons (after creation)	%	0	100	100
Healthcare and a healthy lifestyle	Expected life expectancy at birth	years	74	75	77
Healthcare and a healthy lifestyle	Mortality of the population of working age	cases / 1 thousand residents	3.5	3.0	2.6
Healthcare and a healthy lifestyle	Numbeo Healthcare Index	place in a ranking	205	<100	<50
Healthcare and a healthy lifestyle	Ratio of wages in healthcare sector to the average wage in Kyiv	%	55	75	100
Healthcare and a healthy lifestyle	Provision of the population with doctors of all specialities	persons / 10 ths. residents	84	90	95
Healthcare and a healthy lifestyle	Share of the municipal non-commercial enterprises in the structure of public health establishments	%	26	50	100
Healthcare and a healthy lifestyle	Share of Kyiv's budget expenditures on physical culture and sports in total Kyiv's budget expenditures	%	1.3	1.8	2.5
Healthcare and a healthy lifestyle	Share of population of Kyiv covered by all kinds of physical culture and health-improvement work	%	13	18	25
Healthcare and a healthy lifestyle	Share of children studying in children's and youth sports schools to the total number of children under 17	%	12	17	25
Healthcare and a healthy lifestyle	Mortality of children aged under 1	cases / 1 ths. newborns	7.5	5.5	4.0
Healthcare and a healthy lifestyle	Provision of emergency medical care teams	units / 10 ths. residents	0.6	0.8	1.0
Healthcare and a healthy lifestyle	Degree of wear of emergency medical care fleet	%	67	<40	<25



Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
Healthcare and a healthy lifestyle	Timely delivery of emergency medical care (share of arrivals within up to 10 minutes in emergency cases)	%	91	94	98
Healthcare and a healthy lifestyle	Dynamics of the general sickness rate of the adult population in Kyiv (per 10,000 population aged 18 and above)	%	-0.2	<0.0	<0.0
Healthcare and a healthy lifestyle	Average terms of treatment in in-patient hospital departments	days	10.4	8.0	6.0
Healthcare and a healthy lifestyle	Coverage of people with disabilities by all kinds of physical culture and health-improvement work	%	1	2	5
Healthcare and a healthy lifestyle	Share of gyms and sports grounds of comprehensive educational establishments used for training of CYSS in time free from lessons	%	42	55	70
Healthcare and a healthy lifestyle	Share of schools for children's and youth's sports in Kyiv with their own education and training base	%	19	22	25
Ecopolity and environmental protection	Emissions of pollutants into the air for the year	t / km ² / year	205	183	164
Ecopolity and environmental protection	Share of disposed waste (to the total volume of generated waste)	%	0	10	25
Ecopolity and environmental protection	Area of lands of the nature reserve fund	thousand ha	13	16	20
Ecopolity and environmental protection	Provision with green areas of general use	m ² / resident	21.7	23.0	25.0
Ecopolity and environmental protection	Share of burned waste (to the total amount of generated waste)	%	15.9	19.0	22.0
Ecopolity and environmental protection	Dynamics of the volume of domestic waste accumulated in specially designated places, in relation to the previous year (calculated by volume)	%	10.3	<5.0	<0.0
Ecopolity and environmental protection	Share of separately collected SDW using the two-container scheme (to the total volume of generated SDW)	%	5.0	7.5	10.0
Ecopolity and environmental protection	Average Air Pollution Index (API) in the city	conventional units	high	elevated	low
Ecopolity and environmental protection	Share of water bodies of Kyiv, where the ecological condition of water quality is monitored in accordance with the requirements of the Water Framework Directive 2000/60/EC	%	0	50	100
Public space	Number of temporary facilities for conducting entrepreneurial activity	units / 1 thousand residents	2.4	2.3	2.1
Public space	Share of illegal temporary facilities for conducting entrepreneurial activity (to the total number of such facilities)	%	22.3	<5.0	<5.0
Public space	Total area of advertising media in Kyiv	ths. m ²	518	386	288
Public space	Share of illegal advertising media (to the total number of such objects) in Kyiv	%	38	<15	<15
Public space	Ration of the number of places in shelters for homeless animals to the total number of such animals	%	12	35	100



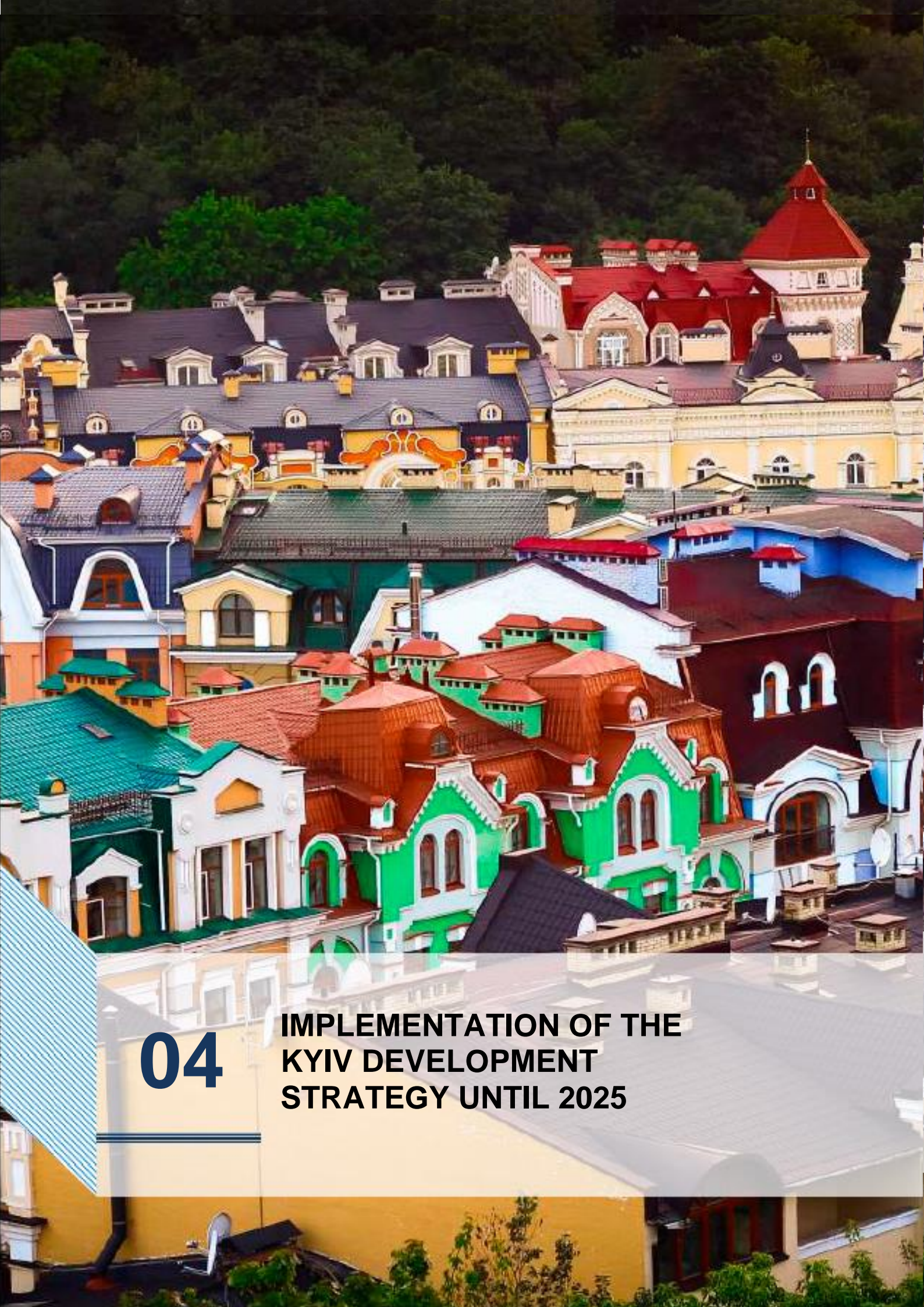
Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
Public space	The tool "I am an improvement inspector" is introduced	yes/no	no	yes	yes
Public space	Share of modular refuelling stations in Kyiv installed in violation of the requirements of the Regulations on the Improvement of Kyiv (to the total number of such facilities)	%	100	0	0
Public space	Share of dismantled modular refuelling station in the number of detected modular refuelling stations installed in violation of the requirements of the Regulations on the Improvement of Kyiv	%	63	100	100
Public space	Number of advertising media in Kyiv	units / km ²	32.5	31.2	29.9
Public space	Number of city's beaches equipped with infrastructure for people with disabilities	units	0	3	7
Public space	Number of sports grounds on the city's beaches	units	5	10	15
Public space	Number of sterilization of homeless animals (to the number of animals registered in the database during the reporting period)	%	227	100	100
Public space	Share of homeless animals which got their places to the total number of those registered in the database (as of the end of the reporting period)	%	35	60	100
Administrative services	Average waiting time for the applicant in the queue of ASC	minutes	26	20	15
Administrative services	Share of administrative services provided electronically to the general list of administrative services provided via ASCs in Kyiv (as of the end of the reporting period)	%	5.3	>20.0	>50.0
Administrative services	Number of ASCs in Kyiv (Centers and their territorial subdivisions)	units	12	20	35
Administrative services	Capacity of ASC	visitors / day	6,200	7,900	10,000
Administrative services	Ratio of the average salary of an administrator of ASC to the average monthly nominal salary in Kyiv	%	84	>90	>100
Administrative services	Implementation of the Resolution of the KCC "On Determination of Lists of Administrative Services Provided via ASCs in Kyiv" in the city's ASC	%	n/a	100	100
Administrative services	Share of positive reviews about the work of ASCs	%	64	>70	>80
Education	Number of children in PEEs per 100 places	children	125	112	100
Education	Average score of the external independent testing of graduates in Kyiv for all subjects	scores	154.61	161.0	170.0
Education	Number of higher educational establishments of Kyiv in the TOP-100 ranking of educational establishments of Ukraine based on the results of the external independent testing in Ukrainian Language and Literature	units	29	32	35



Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
Education	Number of scientific and technical extracurricular groups	units / number of CEEs	1.2	1.5	2.0
Education	Coverage of children with out-of-school education	%	32	36	40
Education	Share of private PEEs in the total number of PEEs of Kyiv	%	8	15	25
Education	Share of private CEEs in the total number of CEEs of Kyiv	%	10	12	15
Education	Number of classes with an inclusive form of study	units	101	143	202
Education	Provision of pupils of CEEs with computers	computers / 100 pupils	4	15	25
Education	Level of average monthly salary of workers engaged in education to the average monthly salary in Kyiv	%	62	>80	>100
Security and civil protection	Number of crimes in the city	crimes/ 1 thousand residents	23.1	17.8	13.7
Security and civil protection	Making an inventory of civil protection facilities of Kyiv and bringing them to a proper condition (deadline 31.12.2017)	yes/no	no	yes	yes
Security and civil protection	Share of solved crimes in the total number of detected crimes in the current year	%	21	30	40
Security and civil protection	Public confidence in the police	%	40-55	55-70	70-85
Security and civil protection	Average waiting time for a police squad	minutes	20	<14	<10
Security and civil protection	Number of registered crimes against the life and health of a person	crimes / 10 thousand residents	16	11	8
Historical and cultural heritage	Number of objects of historical and cultural heritage requiring extensive repairs and restoration	units	499	250	0
Historical and cultural heritage	Number of cultural heritage objects in the city of Kyiv included in the UNESCO World Heritage List	units	1	2	4
Historical and cultural heritage	Share of cultural heritage objects in Kyiv for which the necessary registration documentation of the latest pattern has been developed	%	86	100	100
Historical and cultural heritage	Dynamics of the number of cultural heritage objects in Kyiv	%	-0.3	>0.0	>0.0
Historical and cultural heritage	Creation of a public city electronic catalogue of the sights of history, monumental art, architecture and archaeology	yes/no	no	yes	yes
Historical and cultural heritage	Creation of the Internet portal Cultural Heritage of Kyiv and an interactive map of cultural heritage objects of Kyiv	yes/no	no	yes	yes
Historical and cultural heritage	Number of unique visitors to the Internet portal Cultural Heritage of Kyiv (after its creation)	ths. visitors / year	n/a	125	250
Historical and cultural heritage	Share of cultural heritage objects in the city of Kyiv which is included in the public city electronic catalogue of the sights of history, monumental art, architecture and archaeology	%	n/a	100	100
Culture	Number of the establishments of culture and art requiring extensive repairs	units	13	5	0
Culture	Number of paid visits to museums	visitors / residents of the city	0.2	0.7	2.8



Sectors of urban development	Indicators	Measurement unit	2015	2020	2025
Culture	Number of paid theatre visits	visitors / residents of the city	0.2	0.5	1.2
Culture	Number of concerts	units	454	593	774
Culture	Number of Kyiv residents - prizewinners of international artistic and creative competitions (among the creative workers of municipal cultural establishments, pupils and students of municipal primary specialized and higher art EEs)	persons per year	1,700	>2,500	>3,500
Culture	Number of excursions (in the municipal museums of Kyiv)	units / 1 ths. residents	6	8	10
Culture	Number of exhibitions (in the municipal museums of Kyiv and central city libraries)	units / 100 ths. residents	14	18	23
Culture	Ratio of the average monthly salary of employees of the cultural sector to the average monthly salary in Kyiv	%	70	85	100
Conditions for the Strategy implementation	Percentage of the implementation of the planned figures of financing of the city's target programs developed for the implementation of the Kyiv Development Strategy Until 2025	%	61	80	100
Conditions for the Strategy implementation	Ration of the budget and off-budget sources of actual financing of city's target programs developed for the implementation of the Kyiv Development Strategy Until 2025	% / %	85 / 15	80 / 20	75 / 25
Conditions for the Strategy implementation	Debt service ratio (debt service costs as a percentage of revenue from the city's own sources)	%	7.1	5.3	4.0
Conditions for the Strategy implementation	Share of income from the city's own sources (as a percentage of the city's total revenues)	%	70.1	72.5	75.0
Conditions for the Strategy implementation	Actual tax collection ratio	%	103.3	100.0	100.0
Conditions for the Strategy implementation	Implementation of the online assessment service of the KCSA	yes/no	no	yes	yes
Conditions for the Strategy implementation	Acceptance of the Mayor's activities (according to the results of a sociological survey)	% "accept"	29	>50	>50
Conditions for the Strategy implementation	Acceptance of activities of the executive body of the Kyiv City Council (the KCSA) (according to the results of the sociological survey)	% "accept"	20	>50	>50
Conditions for the Strategy implementation	Share of the examined electronic petitions (to which official replies of the KCSA were given) among those that were supported (the established barrier was passed)	%	100	100	100
Conditions for the Strategy implementation	Number of unique visitors to the Internet portal of the KCSA	ths. visitors / year	565	650	750
Conditions for the Strategy implementation	Number of jobs in the structural units of the KCSA and the DSAs (as of the end of the reporting period)	persons / 10 thousand residents	18	16	14
Conditions for the Strategy implementation	Implementation of COSO's internal control system	yes/no	no	yes	yes
Conditions for the Strategy implementation	Level of depreciation of fixed assets owned by the territorial community of Kyiv, according to the combined / consolidated financial statements of Kyiv (as of the end of the reporting period)	%	47	35	25
Conditions for the Strategy implementation	Creation of a public register of assets of Kyiv	yes/no	no	yes	yes



04

**IMPLEMENTATION OF THE
KYIV DEVELOPMENT
STRATEGY UNTIL 2025**




The new version of the Kyiv Development Strategy Until 2025 will be implemented in three stages.

Stages of the Strategy implementation:


- Scope of the tasks and activities of the new version of the Strategy is significant. That is why, in order to successfully achieve the strategic and operational goals of the Strategy, the process of its implementation is phased.
- The first checkpoint is the coordination and approval by the Kyiv City Council of a new edition of the Kyiv Development Strategy Until 2025. The next two checkpoints are 2020 and 2025.
- The benchmarks for 2020 and 2025 are represented in the form of performance indicators that characterize the implementation of the Kyiv Development Strategy by the sectors of the city's development. It is important to note that, despite this binding, monitoring progress is carried out on an annual basis.



Stage 1:
Stabilization of Positions 


Stabilization of the socio-economic situation

- Improving the efficiency and transparency of the work of the city authorities and services
- Ensuring that the city performs its functions and obligations in order to stabilize the social and economic situation
- Initiation of reforms and achievement of "quick victories" in key sectors of the city's development

Stage 2:
Consolidation 

Creating the basics for the long-term growth

- Stimulation and development of competitive growth points
- Concentration of financial resources on priority areas of development
- Implementation of key projects aimed at improving the economic well-being and comfort of the residents of the capital



Stage 3:
Growth 

Transformation into an East European business center



- Realization of the Kyiv's potential in the international arena as a business center



Successful implementation of the updated Kyiv Development Strategy depends on fulfilling a number of key conditions by the city authorities.

Creating conditions for the successful implementation of the Strategy:


Conditions	Tasks	Measures
<p>1</p>  <p>Financial support</p>	<p>Attraction of funds from the state and local budgets</p>	<ul style="list-style-type: none"> ■ Harmonization of the city's target programs with the provisions of the Kyiv Development Strategy Until 2025 ■ Implementation of the medium and long-term budget planning system with prioritization of measures and monitoring of results. ■ Establishing interaction with central executive authorities in order to attract funds from the state budget to finance city initiatives
	<p>Attraction of funds of private investors and own resources of enterprises</p>	<ul style="list-style-type: none"> ■ Creating economic incentives for investors ■ Initiating a simplification of the regulatory framework to encourage private investors ■ Initiating amendments to the legislation on the protection of investors' rights
	<p>Use of mixed forms of financing (including public-private partnership, co-financing by residents, etc.)</p>	<ul style="list-style-type: none"> ■ Initiating legislative changes to improve public-private partnership ■ Simplification of co-financing procedures, harmonization of conflict points in the existing legislation
	<p>Attraction of funds from international financial organizations and donors</p>	<ul style="list-style-type: none"> ■ Conducting and participating in activities aimed at strengthening cooperation with international financial organizations and donors ■ Creating a tender and grant service to attract large organizations (donors)
	<p>Search for supporters and sponsors for the implementation of socially significant projects</p>	<ul style="list-style-type: none"> ■ Regulatory settlement of the procedure for attracting patrons / sponsors and conducting charitable activities (including initiating amendments to the legislation)
<p>2</p>  <p>International, interregional cooperation and experience exchange</p>	<p>Collaboration with the communities of territories adjacent to Kyiv for the implementation of joint projects</p>	<ul style="list-style-type: none"> ■ Development of mutually beneficial mechanisms for implementation of joint projects with communities of territories adjacent to Kyiv
	<p>Extension of the list of partner cities, regions and countries</p>	<ul style="list-style-type: none"> ■ Enhancing work with the existing partners and finding new ones on the national and international arena for joint projects and experience exchange (including through cooperation with associations, twin cities, etc.)



Conditions	Tasks	Measures
<p>3</p>  <p>Interaction with other authorities</p>	<p>Establishing interaction with the central executive bodies, the Administration of the President, the Verkhovna Rada of Ukraine and other public authorities for the promotion of urban initiatives</p>	<ul style="list-style-type: none"> ■ Continuous monitoring of the existing legislation and proactive development of legislative initiatives that have a decisive influence on the socio-economic situation in the city but are beyond the power of the city authorities and require coordination at the central level ■ Establishing coordination with all authorities for the fulfilment of common tasks
<p>4</p>  <p>Involving citizens in processes of formation, implementation and control of the city's policy</p>	<p>Development of innovative forms of involvement for Kyivans (open governance and e-democracy)</p>	<ul style="list-style-type: none"> ■ Implementation of the Participation Budget project with a view to attracting residents to decision-making, improving dialogue between local authorities and the public through cooperation within the budget formation process ■ Encouraging the development of community initiatives and projects through the creation of the Kyiv Smart City project exchange ■ Implementing the platform for e-democracy: e-petitions, e-public hearings, public discussions, e-services ■ Creating mobile applications for voting, filing petitions, etc. ■ Implementation of tools for mass surveys (including in electronic form) when decisions that are of public interest are made by the authorities
	<p>Ensuring an effective system of control by the residents of Kyiv</p>	<ul style="list-style-type: none"> ■ Implementation of the online assessment service of the KCSA ■ Improvement of the monitoring system for using budget funds (the Open Budget project) ■ Integration of the state electronic procurement system with the Open Budget project ■ Using modern geographic information and information systems to provide access to municipal data (information on the objects of municipal property, land cadastre, etc.) ■ Organization of the system of tracking the work of individual services, the possibility of timely and unbiased assessment of their results ■ Creation of an automated publicly available registration system for contracts relating to the property of the Kyiv community (analytical data and contract texts, including all amendments)
	<p>Establishing communication "authorities - public"</p>	<ul style="list-style-type: none"> ■ Creation and implementation of the Communicative Strategy of Kyiv ■ Creation of the Public Communication Center to coordinate and monitor public consultations, expand cooperation between local authorities and non-governmental organizations, and effectively implement interdepartmental projects ■ Development of a single Kyiv web portal for informing residents and providing feedback to authorities in the capital ■ Creation of an interactive website within Kyiv's single web portal to monitor the status of implementation of the Strategy and achievement of its indicators ■ Development of the project of informing Kyivans via SMS and e-mail

Conditions	Tasks	Measures
5  Implementation of the Kyiv Smart City concept	Creation of a modern effective city's infrastructure and data management platform	<ul style="list-style-type: none">■ Consolidation of electronic information databases and registers, provision of public access to them and provision of services on their basis to the population electronically■ Implementation of information and analytical management systems in the structural subdivisions of the KCSA■ Intelligent integration of information between the subdivisions of the KCSA, the use of modern data management systems and the introduction of quality analysis of events and processes in the city■ Training and advanced training of staff (including using new IT technologies)
	Opening of new opportunities for a modern smart economy based on innovation and knowledge development	<ul style="list-style-type: none">■ Development of the Smart City standards in order to stimulate cooperation between the city, business and community■ Stimulating the development of an innovative environment:<ul style="list-style-type: none">- creation of hubs and urban project incubators- support of selected promising branches and business districts being important from the point of view of the city's development- stimulating the cooperation of universities, research establishments, IT industry, city authorities, public sector■ Implementation of the modern information and communication technologies for the qualitative improvement of Kyiv's life in the priority areas - creation of a modern system of housing and utility services, security and transport, e-medicine, open government and e-democracy
6  Increasing efficiency and transparency of work of the city's authorities and services	Training of employees of a new generation and their integration into the city management system	<ul style="list-style-type: none">■ Conducting open and transparent contests for holding government service positions in the authorities in accordance with the requirements of the current legislation of Ukraine "On Government Service"■ Ensuring attractive working conditions in the city authorities to attract highly skilled professionals
	Reorganization and increase of efficiency of internal processes of city authorities	<ul style="list-style-type: none">■ Optimization of the organizational structure of the city's authorities (including reduction of hierarchy levels, optimization of the number of staff) and city management processes in order to avoid duplication of powers by the departments and divisions, centralization / decentralization of administrative functions (accounting, HR work, procurement, IT, etc.)■ Implementation of a quality management system within the structural units of the KCSA (ISO standards)■ Improvement of electronic document management for accelerating information exchange and document control■ Implementation of the project approach to city management (in accordance with international standards)
	Integration and coordination of individual functions and services of the city in order to optimize the solution of complex problems and accelerate interagency interaction	<ul style="list-style-type: none">■ Creation of a unified operational dispatch control system for the integration and improvement of the quality and efficiency of the activities of municipal enterprises and services of the city■ Creation of a single city situational center for operational monitoring, response and management of the city in the security areas (accidents, emergencies, traffic, ensuring quality of utility services)



Conditions	Tasks	Measures
<p>6</p>  <p>Increasing efficiency and transparency of work of the city's authorities and services</p>	<p>Improvement of monitoring system for municipal enterprises and government-financed organizations</p>	<ul style="list-style-type: none"> ■ Development and implementation of management reporting system for municipal enterprises of Kyiv in accordance with current international practices ■ Creation of supervisory boards in key municipal enterprises and joint-stock companies controlled by the territorial community of Kyiv, in which independent directors make up the majority of members ■ Ensuring financial compliance control (developing rules and procedures, monitoring their compliance) ■ Implementation of COSO's internal control system
	<p>Improvement of the system of collecting statistical information for increasing the efficiency of making managerial decisions</p>	<ul style="list-style-type: none"> ■ Establishing a data management process in the structural units of the KCCA by analyzing a complete list of available information and structuring it to ensure effective search and making management decisions ■ Identification of information that is currently lacking at the structural units of the KCSA and initiating its collection on a periodic basis (including in cooperation with the State Statistics Service of Ukraine) ■ Creation of a system for monitoring fulfilment of the indicators provided for by the United Nations Global Sustainable Development Goals for 2030 with the aim of comparative analysis with other cities around the world ■ Using Big Data Analysis tools to process large volumes of information and make informed management decisions
	<p>Ensuring the effective management of the city's assets</p>	<ul style="list-style-type: none"> ■ Development of a policy of management / disposal of Kyiv's assets, including their classification, creation of a public register of assets of the city and the obligation to sell them via electronic bids only, etc. ■ Conduct public transparent contests to hold the leading positions of key municipal enterprises in Kyiv ■ Ensuring market conditions for remuneration with a transparent system of motivation and assessment of staff ■ Improving financial and operational efficiency of municipal enterprises in Kyiv ■ Implementation of a long-term planning system for the activity of municipal enterprises in Kyiv ■ Privatization via open electronic auctions of municipal enterprises (municipal share in authorized capitals of economic entities controlled by the community) if the functionality of such enterprises and communities is not critical for the proper performance of its functions by the executive body and does not lead to damage to essential public interests

• **PERFORMANCE INDICATORS WHICH CHARACTERIZE FULFILMENT OF THE CONDITIONS OF THE SUCCESSFUL STRATEGY IMPLEMENTATION:**

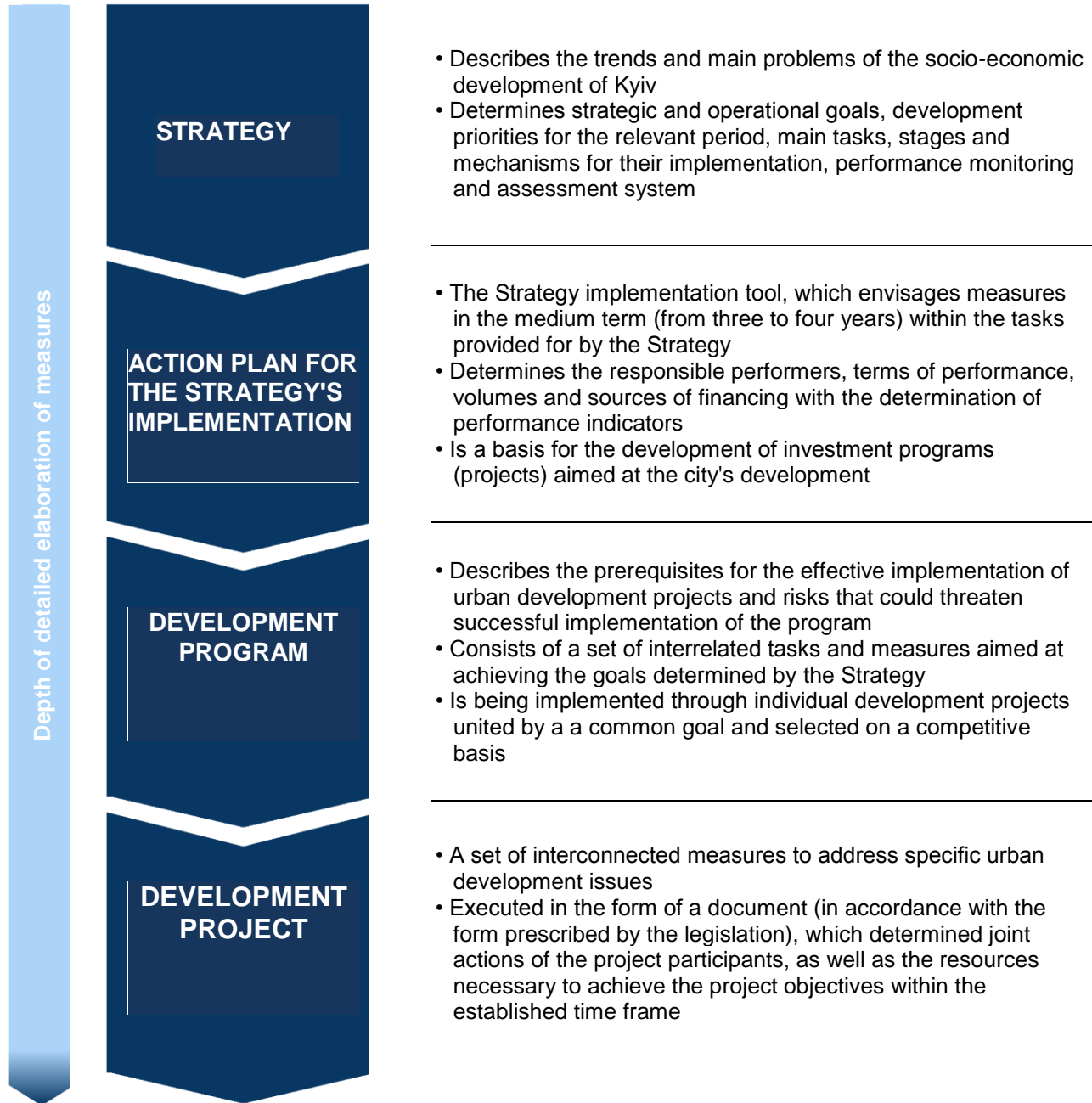


Indicators	Measurement unit	2015	2025
Percentage of fulfilment of financing figures of the city's target programs developed for the implementation of the Kyiv Development Strategy Until 2025	%	61	100
Ration of the budget and off-budget sources of actual financing of city's target programs developed for the implementation of the Kyiv Development Strategy Until 2025	% / %	85 / 15	75 / 25
Debt service ratio (debt service costs as a percentage of revenue from the city's own sources)	%	7.1	4.0
Share of income from the city's own sources (as a percentage of the city's total revenues)	%	70.1	75.0
Actual tax collection ratio	%	103.3	100.0
Implementation of the online assessment service of the KCSA	yes/no	no	yes
Acceptance of the Mayor's activities (according to the results of a sociological survey)	% "accept"	29	>50
Acceptance of activities of the executive body of the Kyiv City Council (the KCSA) (according to the results of the sociological survey)	% "accept"	20	>50
Share of the examined electronic petitions (to which official replies of the KCSA were given) among those that were supported (the established barrier was passed)	%	100	100
Number of unique visitors to the Internet portal of the KCSA	thousand visitors / year	565	750
Number of jobs in the structural units of the KCSA and the DSAs (as of the end of the reporting period)	persons / 10 thousand residents	18	14
Implementation of COSO's internal control system	yes/no	no	yes
Level of depreciation of fixed assets owned by the territorial community of Kyiv, according to the combined / consolidated financial statements of Kyiv (as of the end of the reporting period)	%	47	25
Creation of a public register of assets of Kyiv	yes/no	no	yes



The strategy is a high-level document, therefore the goals, tasks and measures determined in it should be detailed using such tools as the Strategy implementation plans, programs and projects for urban development.

Tools for implementation of the Kyiv Development Strategy Until 2025:



All of these Strategy implementation tools are used in close interaction to avoid duplication of measures envisaged by them. In addition, the results of their implementation from the point of view of achieving the goals of the Kyiv Development Strategy are continuously being compared.



Effectiveness of the implementation of the Kyiv Development Strategy Until 2025 depends on its proper institutional and organizational support.

Organizational support for the implementation of the Kyiv Development Strategy Until 2025:

ENSURING THE STRATEGY IMPLEMENTATION



KYIV CITY STATE ADMINISTRATION

- Ensuring development of a new version of the Kyiv Development Strategy
- Development of action plans for implementation of the Kyiv Development Strategy
- Assessment of implementation of the Strategy and fulfilment of the action plans for its implementation, preparation and submission of relevant reports for approval to the Kyiv City Council, further publication of approved reports
- Submission of reports on the results of assessment of the Strategy's implementation and fulfilment of the action plans for the implementation of the Strategy to the Ministry of Regional Development



KYIV CITY COUNCIL

- Ensuring consideration of the common interests of the territorial community during the development of a new version of the Kyiv Development Strategy
- Approval of the new version of the Kyiv Development Strategy
- Approval of reports on the results of monitoring and assessment of implementation of the Kyiv Development Strategy and fulfilment of the action plans for the implementation of the Strategy

Interaction with the central executive bodies, the Administration of the President, the Verkhovna Rada of Ukraine and other public authorities

The institutional support for the implementation of the Kyiv Development Strategy Until 2025 includes the following components:

- 1 Completion of development and updating of the existing territorial planning schemes (General Plan of Development) at the level of Kyiv
- 2 Coordination of measures to implement the Kyiv Development Strategy, in particular the clear division of powers, elimination of their duplication, and the establishment of effective cooperation among all participants in the process
- 3 Creation of medium and short-term forecasting and planning system of economic and social development of Kyiv
- 4 Creation of a system of interconnected forecast and program documents on the development of Kyiv, their coordination with the relevant plans of territorial development
- 5 Determination at the legislative level of the mechanism of involving city district authorities, public associations, representatives of the private sector into the process of implementation, monitoring and assessment of the effectiveness of the Strategy, development programs and projects of Kyiv

City authorities are focused on finding and attracting additional (alternative) sources of financing, including through private sector investment.

Financial support for the Strategy implementation:

	Funds of the budget of Kyiv
	The State Fund for Regional Development
	Funds of state targeted programs and budget development programs of central executive authorities
	Subventions, other transfers from the state budget to the budget of Kyiv
	Funds of EU technical assistance, other international donors, international financial organizations
	Funds of private investors and own resources of enterprises
	Mixed forms of financing (including public-private partnership, and co-financing by residents)
	Patrons and sponsors

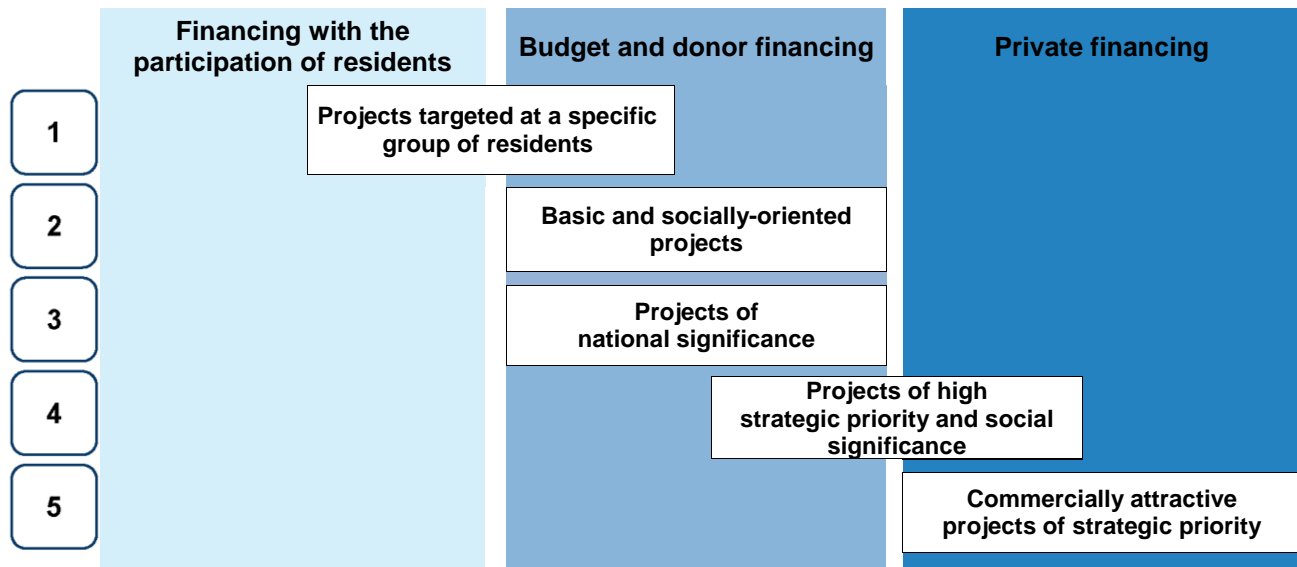
Attraction of new sources of financing measures of the Kyiv Development Strategy provides that:

- the Kyiv's investment program should cover both government-financed projects and projects financed from off-budget sources
- the work of local authorities should be assessed, including according to the results of the implementation of programs of measures that will include projects with off-budget financing



In order to comprehensively cover all aspects of the city's development, it is necessary to attract different sources of funding, which in turn will serve different purposes of urban development.

Sources of financing the projects of the Kyiv Development Strategy:



Sources of financing the projects of the Kyiv Development Strategy:

1. Projects targeted at a specific group of residents

- Have a direct and significant effect on the life quality of a certain group of residents (e.g., thermo-modernization of buildings, reconstruction / construction of new sports grounds, etc.)
- Provide for partial participation of residents in these projects (including financial participation)

2. Basic and socially-oriented projects

- Ensuring an appropriate life quality for the city's residents or create the conditions necessary for further attraction of investors and stimulation of business development (for example, reconstruction of infrastructure facilities)
- Are not commercially attractive and financed at the expense of budget funds

3. Projects of national importance

- Have a nationwide effect and relate to subordinated state authorities, partly or completely do not relate to the city's powers (e.g., projects in cooperation with CEBs)
- Are financed from budget funds

4. Projects of high strategic priority and social significance

- City participation is necessary because of the high priority and social component in such projects (e.g., construction of private educational establishments)
- The city provides support with permits and acts as the guarantor of project risks
- Are commercially attractive and may involve mixed financing (budget and private)

5. Commercially attractive projects of strategic priority

- The city creates favourable conditions for the implementation of such projects (for example, the development of innovative growth points), creates an environment for getting permits and promotes projects among investors and business representatives
- Financed by private funds of investors



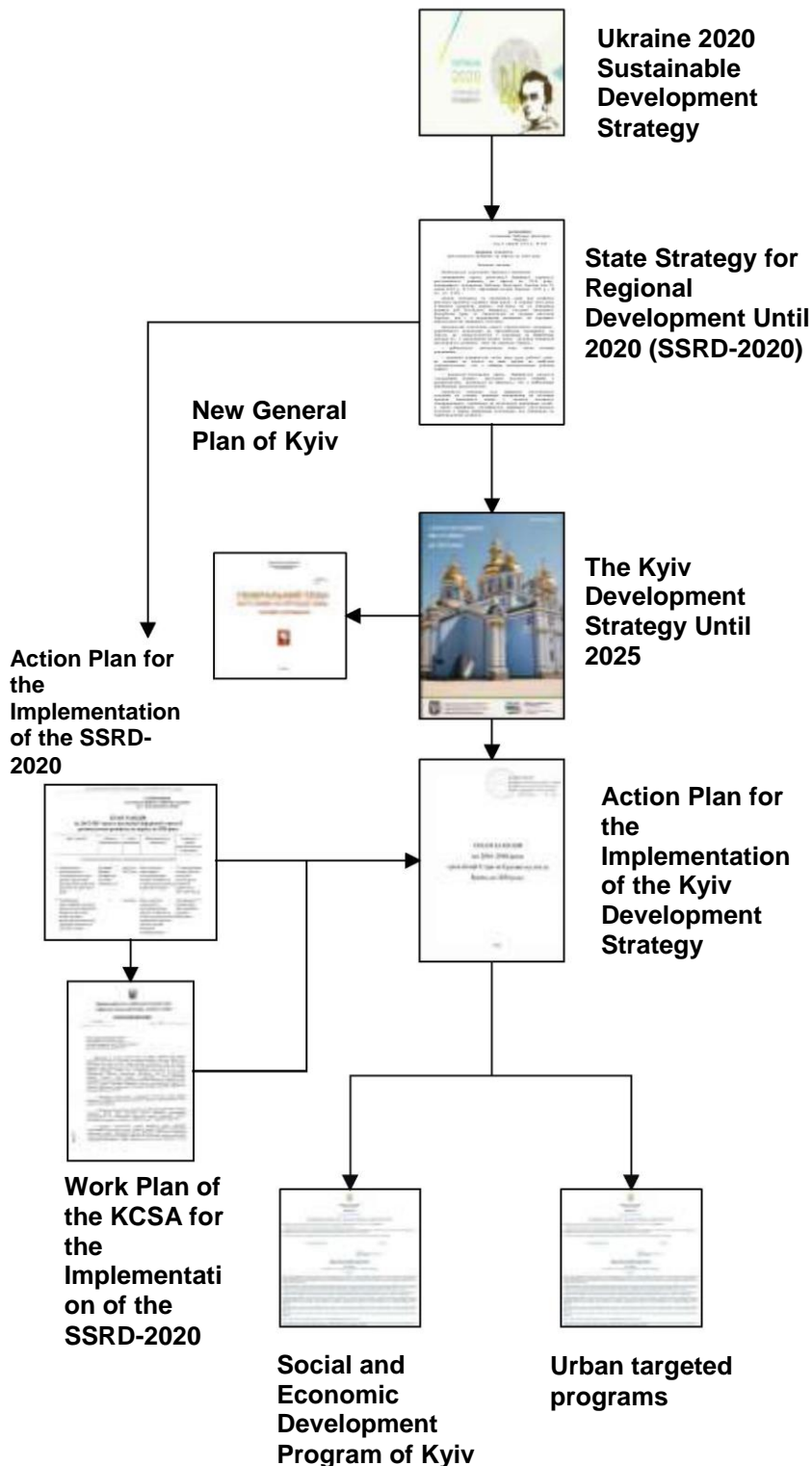
05

APPENDICES



The Strategy of Kyiv is an important component in the system of strategic documents of the national and regional levels.

The provisions of the Strategy in the system of other program documents and its regulatory basis:



Decree of the President of Ukraine No. 5/2015 dated 15.01.2015

Law of Ukraine No.156-VIII dated 05.02.2015 "On the Principles of State Regional Policy"

Decrees of the CMU No. 385 dated 06.08.2014 and No. 931 dated 11.11.2015

Resolution of the Kyiv City Council No. 824/7060 dated 15.12.2011

Decree of the CMU No. 932 dated 11.11.2015

Order of the Ministry of the Regional Development No. 79 dated 24.04.2015

Law of Ukraine No. 156-VIII dated 05.02.2015 "On the Principles of State Regional Policy" of the Decree of the CMU No. 821 dated 07.10.2015, No. 931 dated 11.11.2015 and No. 932 dated 11.11.2015

Decree of the KCSA No. 311 dated 11.05.2016

Resolution of the Kyiv City Council No. 60/60 dated 22.12.2015 Law of Ukraine No.1602-III dated 23.03.2000 "On State Forecasting and Development of the Programs of Economic and Social Development"

Decree of the CMU No. 621 dated 26.04.2003 Resolution of the Kyiv City Council No. 520/2589 dated 29.10.2009

Law of Ukraine No. 1621-IV dated 18.03.2004 "On State Targeted Programs"

Order of the Ministry of Economy No. 367 dated 04.12.2006



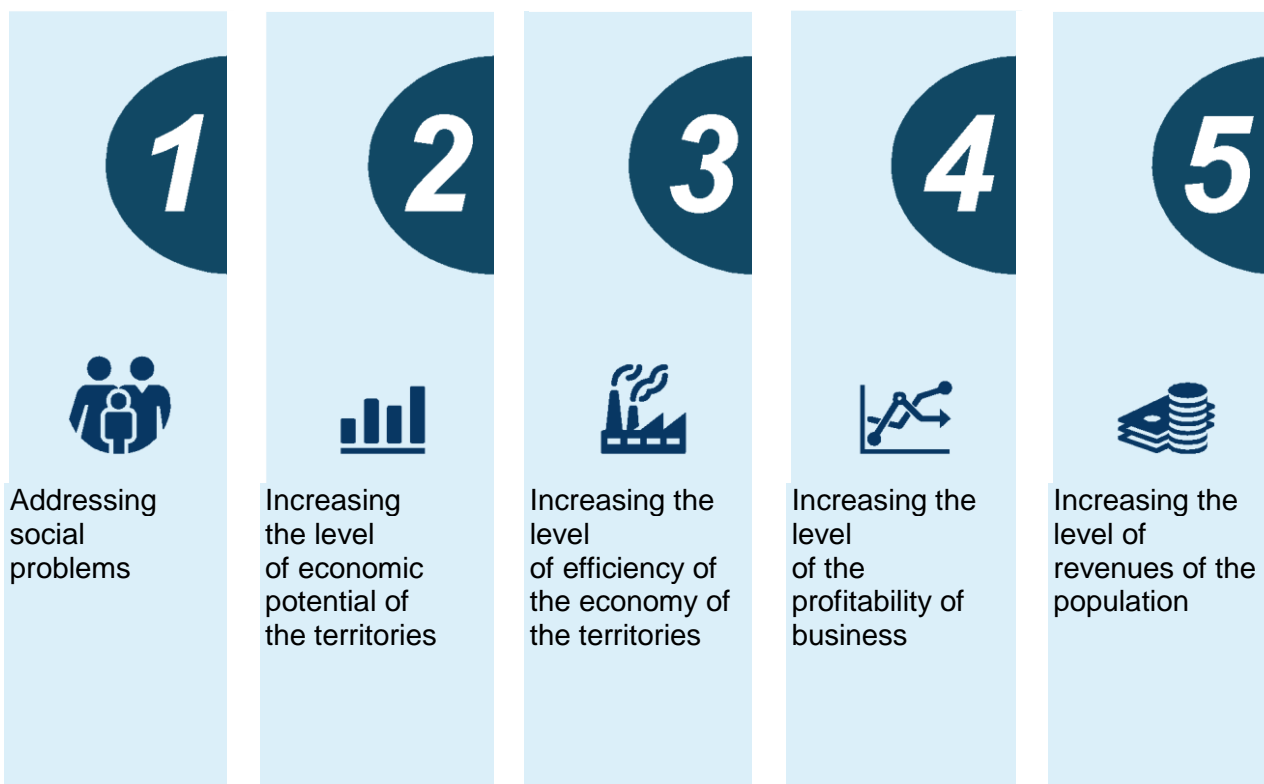
The State Strategy for Regional Development is aimed at increasing social standards of life quality and development of the business environment.

Key provisions of the State Strategy for Regional Development Until 2020:



SSRD

- Goals
- Tasks
- Measures





The Kyiv Development Strategy is in line with the provisions of the State Strategy for Regional Development Until 2020.

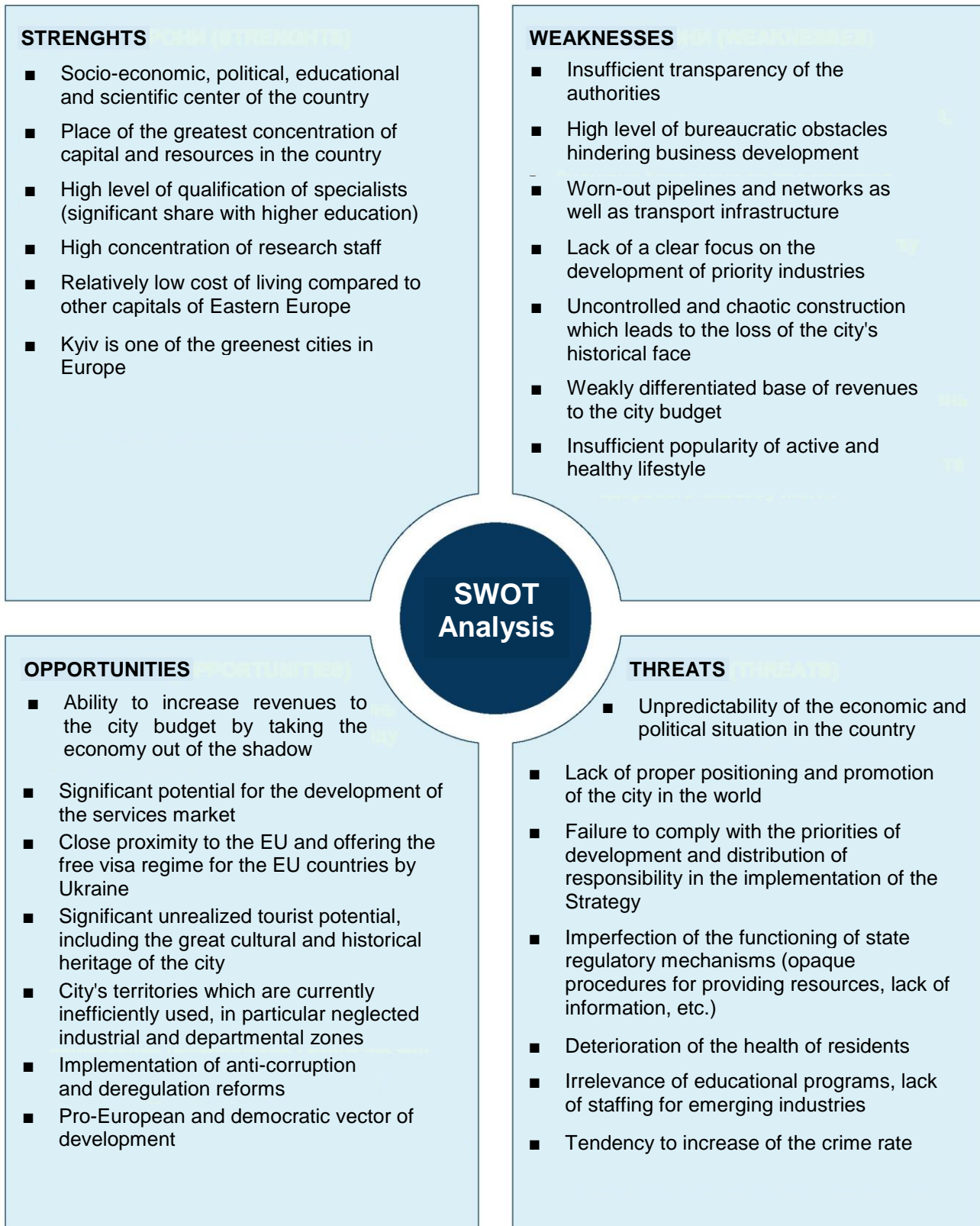
Goals and tasks of the State Strategy for Regional Development in the Kyiv Development Strategy Until 2025:

Goal 1. Increasing the competitiveness level of the regions		Sector / section of the Strategy
<p>Operational goal 1.1 Increasing the role and the functional capabilities of cities in further development of regions</p>	<p>Main tasks:</p> <ul style="list-style-type: none"> ■ Ensuring the development of urban infrastructure ■ Supporting the integration role of cities as centers of economic and social development 	All sectors All sectors
<p>Operational goal 1.2 Creating conditions for the spread of positive processes of urban development to other territories</p>	<p>Main tasks:</p> <ul style="list-style-type: none"> ■ Improving transport accessibility within the region 	Sector 2.2
<p>Operational goal 1.3 Increasing the effectiveness of using the internal factors of regional development</p>	<p>Main tasks:</p> <ul style="list-style-type: none"> ■ Intellectual capital development ■ Increasing the level of innovation and investment capacity of the regions ■ Development of entrepreneurial environment and competition in commodity markets ■ Rational use of natural resource potential, preservation of cultural heritage and valuable natural territories ■ Development of cross-border cooperation ■ Diversification of energy supply sources and increasing energy efficiency 	All sectors Sectors 1.1, 1.2 Sector 1.1 Sectors 2.5, 3.1 Section 4 Sector 2.1
Goal 2. Territorial socio-economic integration and spatial development		
<p>Operational goal 2.1 Preventing the growth of disproportions that hinder the development of regions</p>	<p>Main tasks:</p> <ul style="list-style-type: none"> ■ Coherence of the policy of stimulating the development of "growth points" ■ Creating conditions for productive labour of the population 	Sector 1.1 Sector 1.3
<p>Operational goal 2.2 Providing a comfortable and safe living environment for a person, regardless of where he or she lives</p>	<p>Main tasks:</p> <ul style="list-style-type: none"> ■ Creating conditions for solving urgent problems of migrants ■ Modernization of the education system ■ Creating conditions for the formation of a healthy population ■ Socio-cultural development ■ Providing quality transport and communications services ■ Provision of quality housing and utility services, provision of housing 	Sector 2.3 Sector 2.8 Sector 2.4 Sectors 3.1, 3.2 Sector 2.2 Sectors 2.1, 2.3
<p>Operational goal 2.3 Development of interregional cooperation</p>	<p>Main tasks:</p> <ul style="list-style-type: none"> ■ Creating conditions for strengthening links between regions and territorial communities 	Section 4
Goal 3. Effective public administration in the field of regional development		
<p>Operational goals aimed at effective implementation of the State Strategy for Regional Development</p>	<p>Operational goal 3.1</p> <ul style="list-style-type: none"> ■ Decentralization of power, reform of local self-government and administrative territorial system 	Section 4
	<p>Operational goal 3.2</p> <ul style="list-style-type: none"> ■ Improvement of the system of strategic planning of the regional development 	Section 4
	<p>Operational goal 3.2.3</p> <ul style="list-style-type: none"> ■ Improving the quality of public administration of the regional development 	Section 4
	<p>Operational goal 3.4</p> <ul style="list-style-type: none"> ■ Strengthening cross-sectoral coordination 	Section 4
	<p>Operational goal 3.5</p> <ul style="list-style-type: none"> ■ Institutional support for the regional development 	Section 4




Results of the analysis of Kyiv's strengths and weaknesses, as well as opportunities and threats, indicates the city's development potential.

SWOT Analysis:





Term	Definition	Term	Definition
RP	refuelling point for motor vehicles	bln.	billion
RS	refuelling stations for motor vehicles	ILO	International Labour Organization
AP	Administration of the President	SMEs	small and medium-sized enterprises
ATO	anti-terrorist operation	NAS	National Academy of Sciences
GDP	Gross Domestic Product	NBU	National Bank of Ukraine
AUA	All-Ukrainian Association	RISEDeC	Research Institute of Social and Economic Development of the City
GRP	Gross Regional Product	EE	educational establishment
VRU	Verkhovna Rada of Ukraine	MNCE	municipal non-commercial enterprises
ha	hectare	un.	unit
Gcal	gigacalory	UNO	United Nations Organization
NGO	non-governmental organization	HC	housing cooperative
UAH	hryvnia	(f)	forecast
PU	public union	PJSC	public joint stock company
PT	public transport	TR	traffic regulations
PEEs	pre-school educational establishments	PIT	Personal Income Tax
USD	US dollar	SEDP	social and economic development program
PPP	public and private partnership	FDI	foreign direct investment
SSRD	State Strategy for Regional Development Until 2020	PPR	permanent place of residence
RTA	road traffic accident	PrJSC	private joint-stock company
PI	Public Institution	y.	year
CYSS	children's and youth's sports school	DSA	district state administration
ESC	energy supply contract	real	actual
EU	European Union	Strategy	updated Kyiv Development Strategy Until 2025
EU-28	28 countries of the European Union	t	tonne
salary	wage	SDW	solid domestic waste
CEE	comprehensive educational establishment	ths.	thousand
EIT	external independent testing	LLC	limited liability company
LU	Law of Ukraine	USA	Ukrainian state association
API	Air Pollution Index	ASC	Administrative Service Center
ICT	information and communication technology	CEB	central executive bodies
IT	information technology	TSUNAMI	system of centralized management of the police squads
kV	kiloVolt	UNWTO	World Tourism Organization
kW	kilowatt	UNESCO	United Nations Organization for Education, Science and Culture
kW*h	kilowatt-hour	CAGR	Compound Annual Growth Rate
CAF	collective accommodation facilities	CDC	centres for disease control and prevention
MC	municipal corporation	COSO	The Committee of Sponsoring Organizations of the Treadway Commission
km ²	square kilometre	DRG	diagnosis related groups
KCSA	Kyiv City State Administration	EIU	Economist Intelligence Unit
KSC	Kyiv City Council	GPS	Global Positioning System
CMU	Cabinet of Ministers of Ukraine	IRI	International Republican Institute
MO	municipal organization	ISO	International Organization for Standardization
KRSA	Kyiv Regional State Administration	OECD	Organisation for Economic Co-operation and Development
ME	municipal enterprise	Park + Ride	intercepting parking
m ³	cubic metre	PR	public relations
M-test	a tool for assessing the loss of a small business from the introduction of a new regulatory act	Smart City	Kyiv Smart City 2020 concept
ALE	architectural landscape element	S&P	Standard & Poor's ranking agency
mln.	million	WB	World Bank



**Executive Body of the Kyiv City Council
(Kyiv City State Administration)**

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