

BILA TSERKVA

DEVELOPMENT STRATEGY 2025

YESTERDAY | TODAY | TOMORROW

Mayor's speech

Dear citizens of Bila Tserkva!

Together we created development strategy of the city. We know what our city should be in 10 years and how to reach this.

Ten year is a very short period of time to solve all the problems of the last 25 years. But we'll not have other time and favorable conditions to do it. We need quick changes, the changes what will lead us to better, to success. For this purpose we have to learn to cooperate and reach the common goal to make our city a better place for life.

Bila Tserkva is a unique, beautiful city with an ancient history and we bear common responsibility to create its perfect future.

The 21-st century will be the century of urban development and Bila Tserkva cannot fall behind such powerful movement. We should move accordingly and implement the changes what will advance Bila Tserkva to the best cities of the world.

What is a modern and successful city? This is a city with a powerful development of the city economy and high level of the citizens' life. This is a city with clear environment, active and powerful society, educated and prosperous citizens.

Our Strategy is the guide which can lead us to the realization of this goal.

The Strategy itself is more than just a document – it is a wide agreement between us concerning common collaboration for the transformation our city into a city of future. A city which can open its potential and become the regional leader of business and self-government and the city with one of the highest level of life in Ukraine.



The Strategy is our accurate and consecutive plan of reforms of Bila Tserkva which is based on implementation of four principles:

- Transparency and openness;
- Cooperation of all the citizens;
- City development according to the standards of the 21-st century;
- Commitment to the needs of people.

These principles determine our actions, plans and movement forward.

Our strategy is formed on the basis of four “engines” – strategic goals which can launch the city development, particularly:

- Strengthen of society and citizens in city managing;
- Qualitative transformation of city administration system;
- Assurance of high quality of life and creation of considerable opportunities of human development;
- Realization of economic potential of the city and city economy growth.

Implementation of all these principles and reaching the goals should qualitatively and positively change our life and our city.

I am sure we'll be successful. Let's create our future together!

City Mayor

Hennadiy Dykyi



Bila Tserkva





BUSINESS POTENTIAL
GEOGRAPHICAL LOCATION
MANY TOURISM ATTRACTIONS
NEW DECENTRALIZATION REFORM
ENERGY OF THE PEOPLE

List of abbreviations

AR	Annual report	PA	Public administration
BT	Bila Tserkva	R&D	Research and development
BTDS	Bila Tserkva Development Strategy	SC	Steering Committee
CS	Civil society	SME	Small and medium sized enterprise
EU	European Union	SO	Strategic objective
FG	Focus groups	SWOT	Strengths, weaknesses, opportunities, threats
GDP	Gross domestic product	UAH	Hryvna
ISO	International Organization for Standardization	USD	US dollars
LPP	List of priority projects	WTs	Working Teams
M&E	Monitoring and evaluation		
NGO	Non-governmental organization		
OP	Operational program		

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PURPOSE OF THE **STRATEGY ELABORATION**

PURPOSE OF THE STRATEGY ELABORATION

We want to underline that Bila Tserkva Development Strategy 2025 (BTDS 2025) is more **the description of process, strategic guidance and important instrument for the city transformation for the challenges of the 21-st century and less just a formal official document.**

BTDS 2025 was elaborated on the ground of wide dialogue and cooperation of different partners: citizens and public activists, representatives of authorities, business, entrepreneurs and teachers, academics. We held meetings with more than 4000 citizens, employees of the largest city enterprises and budget organizations as well as 8 thematic focus group interviews.

The main idea from the beginning of the Strategy formulation process was to involve all possible stakeholders which we assumed as interested in a particular part of the document at every step of its preparation. For example, the key directions of the social and economic development and present situation were studied during focus group interviews in the groups of entrepreneurs and representatives of the real sector (agricultural business, manufacturing of furniture and rubber technical goods), mass-media, NGOs, education, tourism and recreation, social sphere.

The present situation in social and economic life of the city and directions of possible reforms were discussed during many meetings of our team with the students and teachers of Bila Tserkva Agricultural University, representatives of the city statistics departments, tax office, city administration, leading industrial enterprises and other possible stakeholders (see Table 1 and its annex (*).

Further, in order to formulate the main idea of the Strategy and its specification we organized discussions during the meetings of the Steering Committee as well as consultations with local experts. During the preparation and elaboration of BTDS 2025 we held 4 conferences.

Table 1. Activities for BTDS 2025 elaboration

Activity	Quantity	Participants/quantity of collected results
Conferences	4	About 1500
Surveys	1	60 surveys
Individual meetings	47	4100
Focus groups *	8	100
Steering Committee	2	30 (2x15)
Consultations with local experts	1	20
Field meetings with the directors of local institutions/companies	90	90

*

#	Date of the focus group meeting	Name
1	07.07.2015	Mass-media
2	08.07.2015	Social sphere
3	08.07.2015	Industrial cluster
4	09.07.2015	NGOs
5	09.07.2015	Agriculture
6	15.07.2015	Tourism and recreation
7	15.07.2015	Furniture manufacturing
8	16.07.2015	Education

Structure, methodology and principles of the Strategy elaboration

Our strategy (document) as a part of the strategic framework

Our Bila Tserkva Development Strategy 2025 (BTDS 2025) is a part of wider framework that consists of an Operational Program (OP) and the List of Priority Projects (LPP). The package of 3 documents provides answers to WHAT, WHY, and HOW questions. Thus BTDS 2025 becomes a guide and a plan for the implementation of socio-economic changes. Each document describes more precisely as to the HOW aspect (plans and steps of implementation) of the whole strategic program (see figure 1).

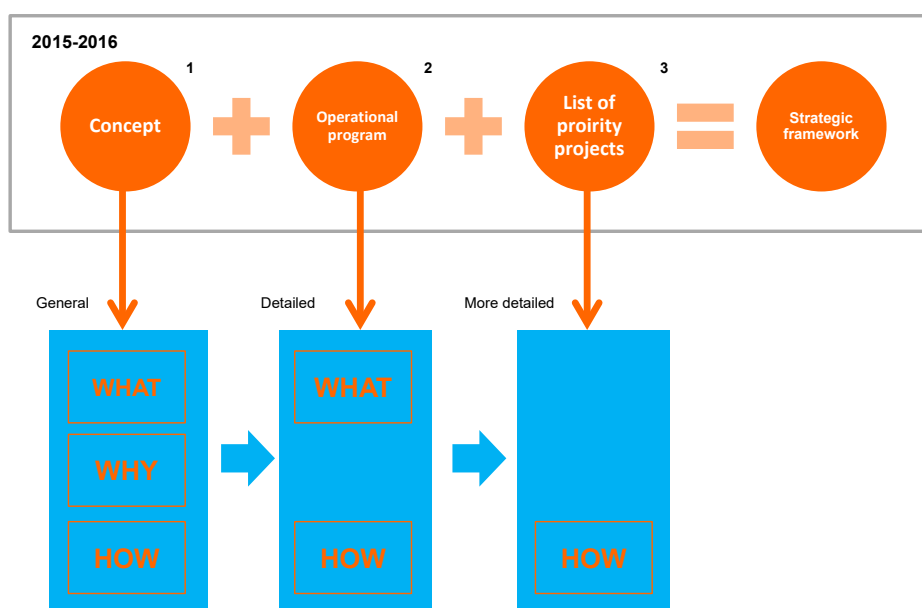


Figure 1: Strategic structure – 3-component program of city development

Scheme of BTDS 2025 includes 3 elements: WHAT? WHY? and HOW?

Each of the elements of the BTDS 2025 plays its own role. The elements are logically interconnected. Both the table and the graph below shows the structure of the key elements in the Strategy. Priorities, mission/vision, goal/objectives and values, all are sometimes called the strategic statement or strategic stance.



PURPOSE OF THE STRATEGY ELABORATION

Table 2: key characteristics of the strategic stance

Element of the strategic stance	Short description – explaining what it is
Priorities	Priorities show the hierarchy of importance.
Mission/vision	Mission and vision are concise statements that, in a simple and easy to understand manner, reflect upon current AS-IS situation (mission) and define the future state TO-BE (vision) that is pursued and aspired for.
Goal and objectives	The goal refers to the projected state to be achieved as a result of the implementation of the strategy. The strategic goal is usually broader and more general than the objectives.
Values	Values guide our actions, showing what we believe in and what will be followed up on.
Indicators	Indicators can be used to measure our achievements.

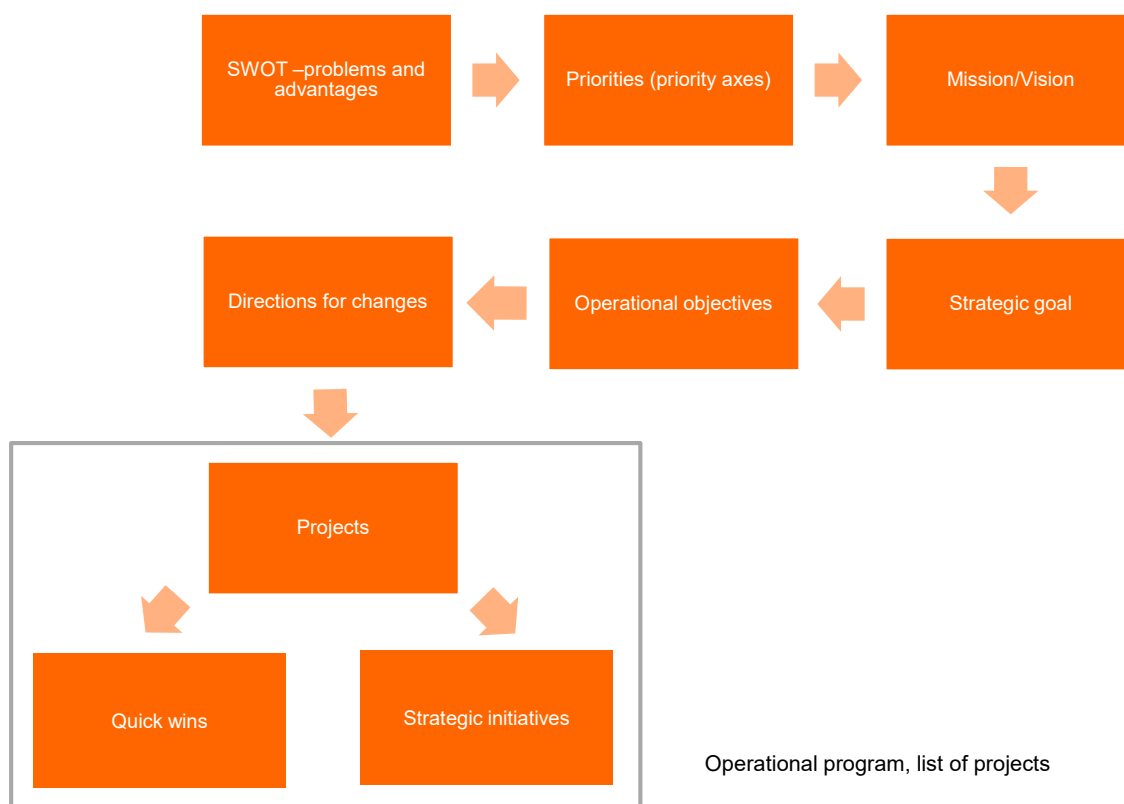


Figure 4: Logical inter-relations between key strategic components of the BTDS

Priorities and values

Our BTDS 2025 states three key priorities: community development, revival of entrepreneurship, creating smart administration and quality of life improvement. They are interlinked and if fully implemented will create the most synergies.

They are shown in the circles and we called them the wheels of priorities, which are supplemented and supported by a) the dialogue between key stakeholders such as: civil society, authorities, entrepreneurs, and academics (dialogue wheel) and b) strategic cycle wheel.

We need all three wheels of development to unlock growth potential and socio-economic development.

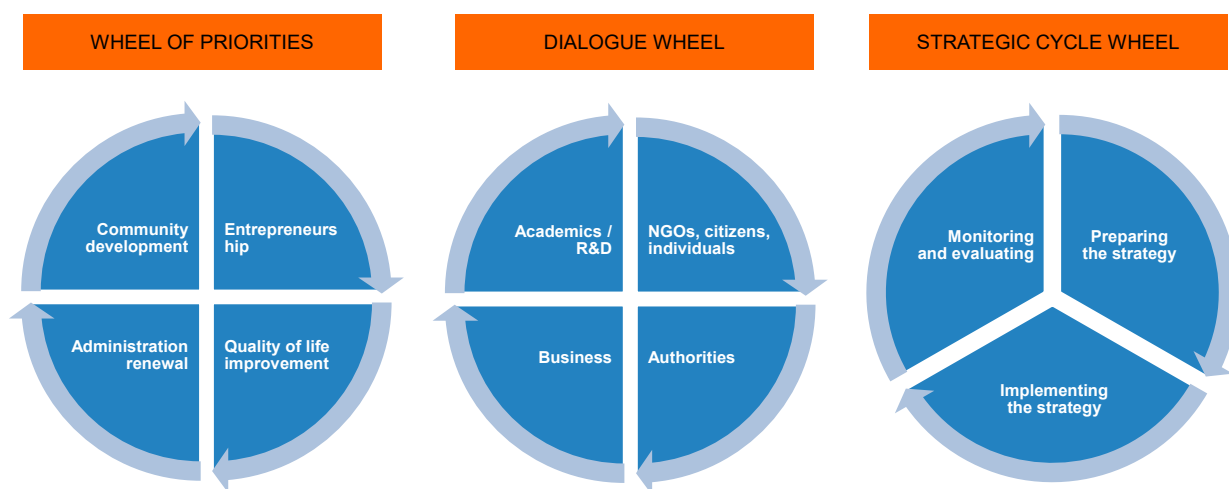


Figure 3: Wheels of development

The wheels of development require specific values. Based on discussions during the BTDS formulation the following set of key values has been developed. These are helpful guides for our actions within the development process.



PURPOSE OF THE STRATEGY ELABORATION

Table 3: key values/building blocks guiding the strategic process of the BTDS

Key values	Rationale – description
Openess	We are open to new ideas, innovation and diversity – Bila Tserkva is the place for all. Working groups are encouraged to discuss, reveiw then implement the BTDS.
Transparency	Our decisions are clear, understandable and derived from consultations with citizens. A rationale for each decision is given and explained
Leadership	The strategy needs a leader. The structure of authority and accountability is clear and understandable
Commitment	Stakeholders need to show commitment and engage in strategy development and implementation
Ownership	Both citizens and authorities need to feel this is their work and their strategy
Engagement	Stakeholders: citizens, authorities, business community and academics should actively participate in the strategic process
Continuity	Development is a continuous process, requiring adjustment to the changing environment and fulfillment of milestones
Dialogue	Bila Tserkva is the place where dialogue between authorities, business, citizens, and academics is actually happening
Plan	BTDS is to be done according to the plan. Our actions are not ad hoc, there is a rationale behind every decisions from an overarching strategy
Team work	BTDS will not be successfully implemented without a dedicated team of operational people and institutions involved in the strategic process
Sustainable development	It is important that all actions required for the implementation of the strategy should respect certain social and ecological limitations

Mission of Bila Tserkva

Mission and vision are the statements that correspondingly describe the AS-IS and TO-BE desired state.

In the mission statement we focus on the town's long history, geographical location and people – the 3 key current elements.

The vision is more complex and provides the time perspective (until 2025) describing what we want to achieve. Important elements are: openness, creativity, happy lives, tourism, cultural life, as well as a modern and transparent public administration.

The figure below shows key elements emphasised in many discussions between stakeholders in the process of the BTDS formulation. They are the building blocks reflected in the strategic statement (mission, vision, goal, objectives).

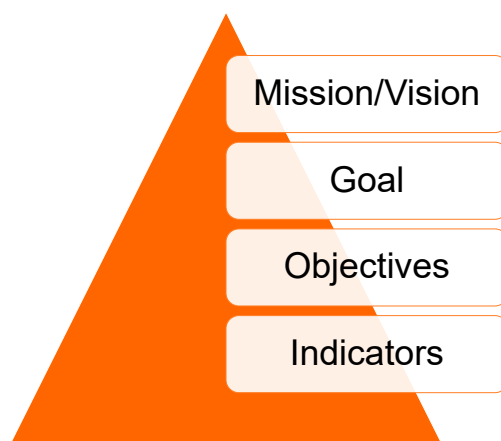


Figure 4: Hierarchy of the strategic stance elements

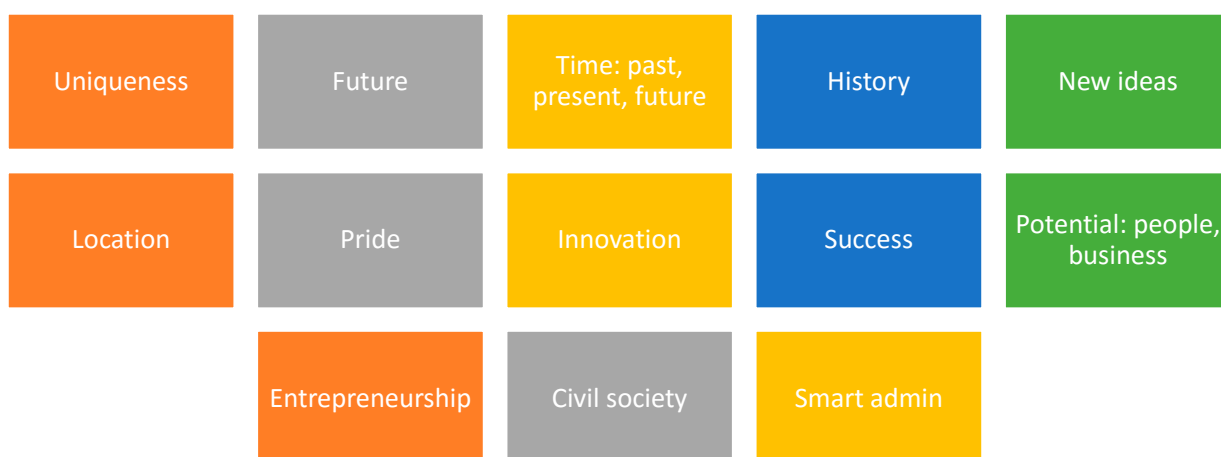


Figure 5: Building blocks of the strategic statement

PURPOSE OF THE STRATEGY ELABORATION

The mission statement (AS-IS; who we are):

The 1000 year old town, Bila Tserkva, with its central geographical location and close vicinity to the capital of Kyiv is a place of proud citizens that value the past and wish to positively influence the future.

The vision statement (TO-BE; who we want to be):

By 2025 Bila Tserkva will be an attractive place where yesterday, today, and tomorrow meet creating a prosperous reality. It is **open** and **friendly**, encouraging creativity from citizens and entrepreneurs; nurturing innovation. We want to be a distinct, **successful** town with happy families and people fulfilling their dreams, aims and aspirations. Bila Tserkva is also an attractive tourist location with a revived cultural life.

Public administration is **modern, open** and **transparent**. The priorities are: civil society, entrepreneurship and smart administration.

The ground for this goal realization should be absolute change of administration on the basis of **modernization, modern innovations, rational use of natural resources, openness and transparency**.

The benchmarks for these goals realization should be modern international standards of life quality in the cities, specified by **ISO 37120: Sustainable development of communities – Indicators for city services and quality of life**, as well as a range of **intermediate indicators**:

- business Attract 250 mln USD of new investments;
- Create about 7000 new working places;
- Reduce twofold the quantity of commuters;
- Introduce anticorruption officer;
- Attract at least 1 mln of tourists per year starting from 2025;
- Establish at least 1 industrial park, techno park and business incubator;
- All the decisions about city finances/procurements are open and transparent for the society;
- E-procurement system;
- Introducing of e-government and smart city;
- Civic budgets operate in full capacity at the level of 5% of the town budget

Vision of Bila Tserkva

Bila Tserkva is a business center of Kyiv region, city of dynamic entrepreneurship development, self-government, education and innovations, city of high standards of life quality.

Vision components:

1). BILA TSERKVA – CITY favorable for BUSINESS: there will be created the best conditions for business in the region – developed business ecosystem, including transparent and favorable local rules for business; constructed – business incubator, techno park for entrepreneurship development and stimulation of innovations and creativity.

2). BILA TSERKVA – CITY of powerful self-government and ACTIVE CITIZENS: the role of society will be transformed – from passive spectator to active participant of city development. There will be provided opportunities for participation of the society in city administrating. There will be created conditions for social innovations and integration where all the obstacles will be eliminated for high quality education obtaining, access to innovations etc.

3). BILA TSERKVA – CITY with OPEN AND TRANSPARENT ADMINISTRATION: there will be qualitative transformation of city managing – from hierarchical and closed city administration to modern and transparent which will work on the principles of strategic development and smart administration. It will be introduced the system of e-government and efficient decisions to the benefit of the society.

4). BILA TSERKVA – CITY WHICH RENOVATES AND GROWS: the city will be modernized (city space, infrastructure, ecological system), it will be created new general city plan and introduced modern principles of city planning, municipal services and quality of life improvement which will meet the latest international standards of ISO 37120.

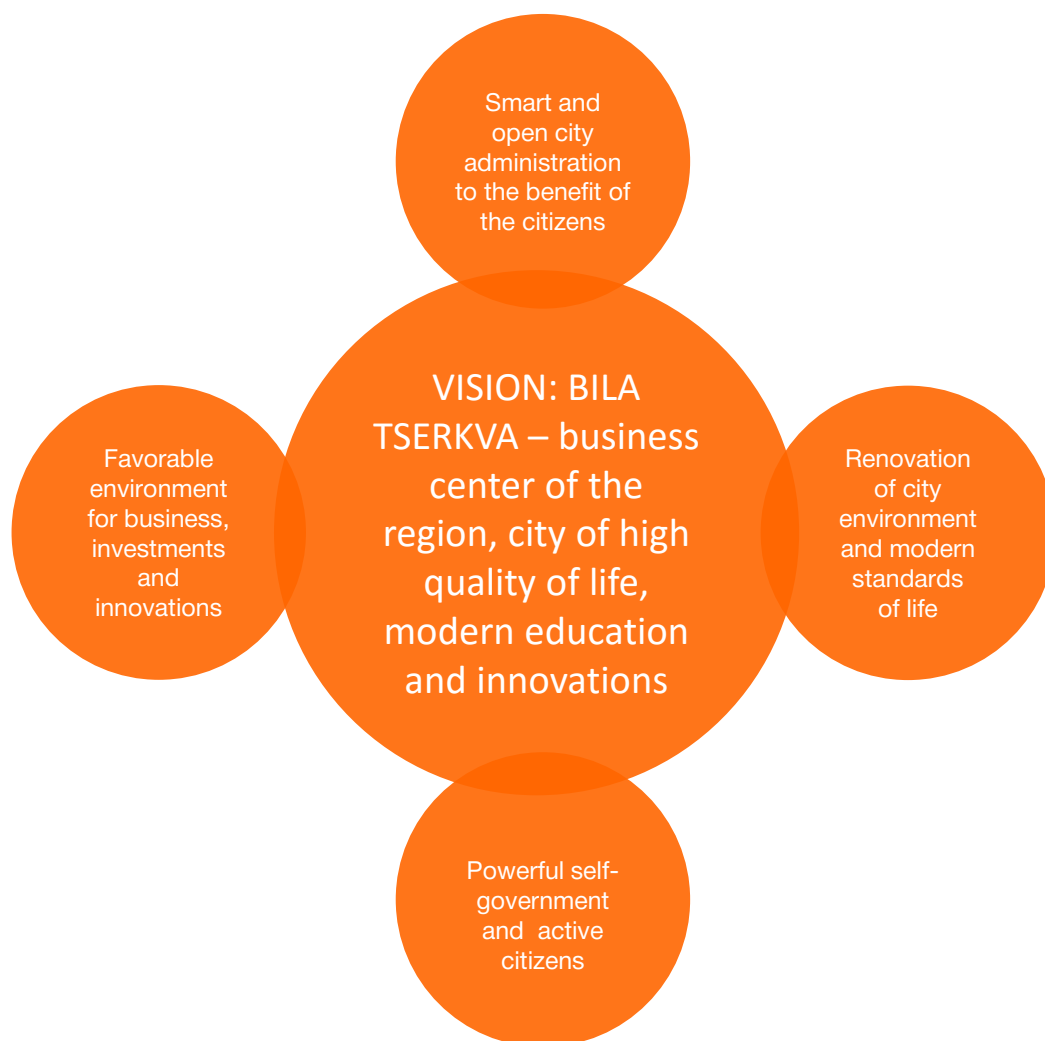


Figure 6: Components of vision of Bila Tserkva

PURPOSE OF THE STRATEGY ELABORATION

Strategic target

Strategic target:

The strategic target is that by 2025 Bila Tserkva is to create and execute a vehicle of development, based on which the town will then function and prosper. It will include:

- Transformation of city administration model – on the basis of human centric approach, principles of sustainable development and smart administration;
- Development of city community and civil society and increasing of its role in city administration;
- Move to the new spatial city concept (city space planning);
- Assurance of economic growth on the ground of creating modern business ecosystem in the city;
- Focus on innovations and education as driving power of city development.

Such model is built with active involvement of society for city development. Unlocking the potential of citizens and entrepreneurs in Bila Tserkva is to create a model for the whole of Ukraine.

We will accomplish this strategic target via 4 strategic goals: SG1: strengthen civil society; SG2: revive entrepreneurship; SG3: create smart administration.

Strategic goal 1: strengthen the community's role – we would like to achieve the state where CS is stronger, more independent and engaged in different activities. It is important stakeholder in the process of change.

Strategic goal 2: promotion of entrepreneurship activity – we would like to attract a specific number of new investments that would create new workplaces. The business climate is favorable for the further development of SME's. It is important also that we base our economic development on selected smart specializations.

Strategic goal 3: create smart administration – we understand that without modern and flexible Public Administration (PA) any socio-economic change is not sustainable in the longer term. A strong PA means public funds are spent efficiently, goals/objectives are met and public/municipal services are of better quality. The PA would also actively support CS and entrepreneurship.

Strategic goal 4: improve quality of life – we want to achieve this goal on the basis of modern standards of quality of life in the city ISO 37120 in order to assure sustainable development of the city and equal access of the citizens to the qualitative public services, social infrastructure modernization, keeping modern principles of city planning, providing better level of education. Improvement of life quality should be the basis of assurance of society prospering, safety and comfort of life in the city.

Passport of Bila Tserkva

Geographical location and transport infrastructure

Bila Tserkva is situated in central Ukraine, in Kyiv region, on the distance of 84 km from Kyiv. The distance from Bila Tserkva to the largest airport in Ukraine – Boryspil is 120 km.

The river Ros passes through the city, it is its main water reservoir.

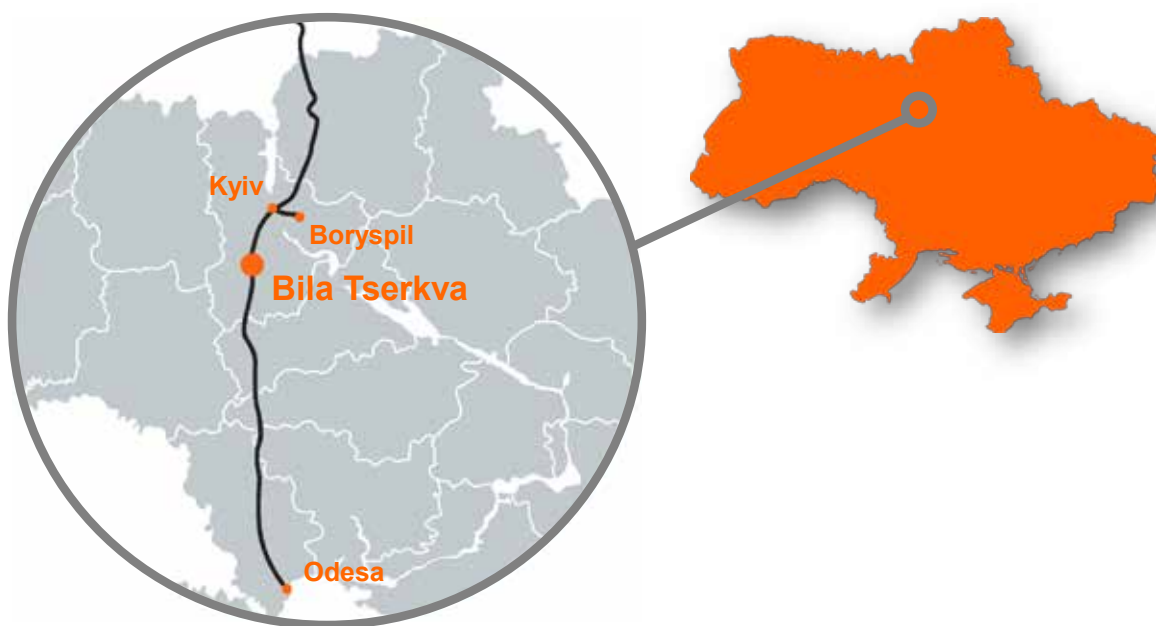


Figure 7: Location of Bila Tserkva

Through Bila Tserkva passes international highway E95 St.Petersburg-Kyiv-Odesa. The highway has two lines in each direction. The distance to Kyiv is 80 km (1 hour trip), to the sea port of Odesa – 400 km (5-6 hours). Bus connection with Kyiv is organized by regular buses and shuttle buses which departure every 30 minutes.

It is important to note that the priority automobile and railway transport routes pass through Bila Tserkva which are determined as the Regional transport network of Eastern Partnership according to the EU Regulation 473/2014 and which are included to the Annex III EU Regulation 1315/2013 of 11.12.2013 on Union guidelines for the development of the trans-European transport network (TEN-T) so the network TEN-T was extended on the countries of the Eastern Partnership.

Also there are automobile roads of regional importance which pass through Bila Tserkva P04, P17 and P32. They connect the city with other cities of Kyiv region and neighboring regions.

The city has two railway stations – Bila Tserkva and Rotok.

Bila Tserkva station is a cargo railway station of the 1-st class, which is situated at the double-track electrified railway and it belongs to the South-Western railway. The distance to Kyiv (through Fastiv-1 station) is 98 km. the station has a railway passenger terminal and two platforms: side platform for the boarding on the track 1, and platform between the tracks for the boarding on the track 2 and 3. Behind them there are also situated two more tracks without passenger platforms. Near the station it is situated the place for trains parking with 4 tracks.

The suburb and long-distance trains passes Bila Tserkva station. There are such long destinations as Kyiv, Lviv, Dnipropetrovsk, Zaporizhia, Mykolaiv, Kherson, Simferopol, Kovel, Truskavets and Mariupol. Suburb connection is represented by 6 pairs of electric trains on work days and 5 on weekends, the destinations are the following: Kyiv, Fastiv and Myronivka.

Rotok is a line cargo station at the same part of the railway and also belongs to the South-Western railway. The station has two main tracks, four receiving-sending tracks and two sorting-sending tracks. Also the station has connection with two approaching tracks of Rosava plant and Ukrvtorchormet (second-melt ferrous metal).

At present Rotok operates 40 trains per day, including 15 cargo trains, 18 passenger trains and 7 suburb trains. Also about 20 transit trains pass the station every day. So every day the station operates nearly 60 trains, its daily capacity is about 110 trains.

PURPOSE OF THE STRATEGY ELABORATION

Table 4 below shows strategic goals and corresponding indicators to measure success/developments of the BTDS 2025.

Table 4: Strategic goals and corresponding indicators

Strategic goal 1	Strategic goal 2	Strategic goal 3
<p>STRENGTHEN THE COMMUNITY'S ROLE</p> <p>By 2025 Bila Tserkva is a place where the powerful community is an important stakeholder, and the citizens will become the important participants of the socio-economic changes.</p> <p>The multilateral process of the decision-making will be provided, as well as the instruments and mechanisms for decision making, monitoring and planning by the people. The new possibilities for capacity increasing and creative potential, as well as social activity will be provided.</p> <p>These changes will become the basis for the establishing of the efficient and proactive civil society.</p>	<p>PROMOTION OF ENTREPRENEURSHIP ACTIVITY</p> <p>By 2025 new investments worth of 250 mln USD are attracted providing new workplaces and the rehabilitation of the existing ones.</p> <p>SMEs find favorable business climate whereas socio-economic development is based on the innovations, town's selected smart specializations including tourism, which will include the strong competitive advantages on the local, regional and national level.</p>	<p>CREATE SMART ADMINISTRATION</p> <p>By 2025 public administration model is to change a paradigm from reactive to proactive, which is based on the interaction and partnership with the society.</p> <p>The institutions are modern and ready for the challenges of a global economy of the XXI century.</p> <p>Smart administration actively supports civil society and entrepreneurship in a positive and fair way.</p> <p>Provision of the smart administration principles, which is more integrated and transparent decision making system based on the wide use of data; rational resources consumption; and establishment of more partnership relations with all stakeholders in the city.</p>
Tentative indicators	Tentative indicators	Tentative indicators
<ul style="list-style-type: none"> > At least one comprehensive international educational program designed and implemented to show positive results between 2016-2025; > Both Ukrainian and international examples of the mentioned success stories are studied and implemented in Bila Tserkva (5 per year); > Innovative ideas are detected, promoted and implemented (10 per each year); > Level of satisfaction of citizens and NGOs is measured every 2 years; > Platform for experts for experience exchange and education – city staff reserve; > Every year at least 10 new social innovation ideas are developed to strengthen civil society; > There are joint events/actions organized by different NGO's (at least 10 per each year); > All decisions involving public finances/bidding are open and transparent to the public; > Anti-corruption officer is in operation starting and his office in 2016. 	<ul style="list-style-type: none"> > More investment is attracted, circa 250 mln USD (or 5,5 bln UAH) within next 5 years; > More new sustainable workplaces are created, circa 7,000 within next 5 years; > There are more companies opened than closed down; > There is a special office within public admin established to support business: competitiveness, exports, strategies etc. > A mentoring system for CEO's is established; > There is at least a 75% increase in local tax collection from business by 2025; > Average GRP growth in 2016-2020 is twice faster than in Kyiv region, but not less than 3% per year; > Salaries are equal to Kyiv region rate by 2020; > Proportion of the own incomes in the budget is not less than 40% by 2020; > There is at least one industrial/techno park opened; > There is at least one business incubator opened and acts according to the KPI's (key performance indicators); > Commuters (including young people) are cut by half by 2025; > The number of tourists is increased up to 500,000 in 2020 and 1,000,000 in 2025; > There is a separate and dedicated program for Entrepreneurship Support approved and implemented. 	<ul style="list-style-type: none"> > Administration operates according to the plan and development strategy; > Audit of the municipal enterprises activities and effective mechanism of their efficient maintenance; > Establishment of the digital system for interaction with the citizens 1551 and the system of e-government; > Improvement of the analytics assessment in the city administration and municipal enterprises; > Re-engineering of the city administration's processes; > Launching the Center of municipal services provision; > Quarterly reporting by the Mayor on the operational issues; > Yearly reporting by the Mayor on the BTDS 2025 implementation; > Public council is in place and operating from 2016 onwards; > Open competitions for vacancies in public offices are in place and publically available; > Summary of accomplishments of all public offices are published together with the plan for next year; > Starting from 2017 civic budgets operate in full capacity at the level of 5% of the town budget; > Single window (one-stop shop) operates in public admin by 2017; > In 2016 all public procurement (e-procurement) is done via Internet; > E-government program (electronic services) for town's services is designed and implemented in Bila Tserkva by 2017 > Town charter (constitution) is ready and functioning from 2016; > Mayor of the town selected only for 2 terms max; > Each authority is to prepare their own strategy based on BTDS; > Create a special development fund to be operational from 2017.

	Strategic goal 4
	<p>IMPROVE QUALITY OF LIFE</p> <p>By 2025 Bila Tserkva should become safe and comfort city. Multilateral process of adoption of sustainable development goals will be provided, together with the ecological and economic monitoring instruments, regional risks evaluation and step-by-step improvement of quality of life based on modern community's development standards, particularly ISO 37120 https://www.iso.org/obp/ui/#iso:std:iso:37120:ed-1:v1:en or Global City Indicators Facility (GCIF) http://www.cityindicators.org/.</p> <p>Gradual design of the integrated city infrastructure based on the Internet of things (indicator installation, counters, measurement tools), that increase level of safety and minimize risks for city's environment, contributes to reduce of consumption (energy, heat, water etc.).</p> <p>New city construction principles based on ecosystem approach will be provided. The development of municipal services will be proceeded basing on the life quality indicators, which will appear as the criteria of the city rulers success. This will provide the equal access of the citizens to the resources and municipal services, as well as the social infrastructure modernization. There is a development of the integrated city infrastructure based on innovations is planned to provide the new level of comfort residences ecosystem and balanced interaction with environment.</p>
	Tentative indicators
	<ul style="list-style-type: none"> > Stocktaking and elimination of all illegal dumps and landfills by the end of 2017; > Increase of recycled waste (mostly utilized) to the maximum in 2025; > Design and implementation of the program for social/municipal infrastructure/services rehabilitation, including energy efficiency; > New spatial plan is elaborated based on ecosystem approach; > Evaluation of the life quality according to the ISO 37120, GCIF, integrated life quality indexes; > Provision of the modern electronic parking systems and traffic monitoring, as well as energy, water and heat consumption monitoring; > Creation of the entertainment areas in the city; > Establishment of the wellness index, based on the sociological surveys; > Environment pollution, ecology and resource safety indexes; > Growth of nature capacity; > Settles platform for city sustainable development; > All information is transparent, decisions negotiated and monitored on the particular webpage of the platform for city sustainable development; > Investment risk's assessment center is established, as well as the ecology and economy monitoring system.



**WHY
PORTRAIT OF BILA
TSERKVA): WE WANT TO
CHANGE TO...**

WHY

(portrait of Bila Tserkva): we want to change to...

Despite the difficult and complex macroeconomic situation in Ukraine we believe a lot should and could be changed. The chapter of WHY explains our strategic decisions and directions for future change. On one hand Bila Tserkva possesses a unique set of advantages. If used properly and efficiently, they can be explored more deeply and be used so that the town of BT grows faster and people live better lives. On the other hand, Bila Tserkva is burdened with many structural and operational problems that adversely affect both its development and citizens.

The problems and their intensity are prevalent. The following chapter provides a general description of selected aspects of life in Bila Tserkva. It is concluded with the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis that summarizes all key detected advantages and disadvantages of our town taking into consideration both external and internal aspects.

... strengthen existing advantages of Bila Tserkva

The analysis shows that in the town of Bila Tserkva there are many examples of advantages and potential that can be further explored and strengthened. The most important strengths of Bila Tserkva town are the following:

- **business potential** – example being Biofarma, Rosava, Mareven Food etc. – many successful companies that despite many macro-problems continue to expand;
- **geographical location** - within the vicinity of Kyiv – a 4 mln people market and being on the main route between Kyiv and Odessa – the biggest Ukrainian port on the Black Sea;

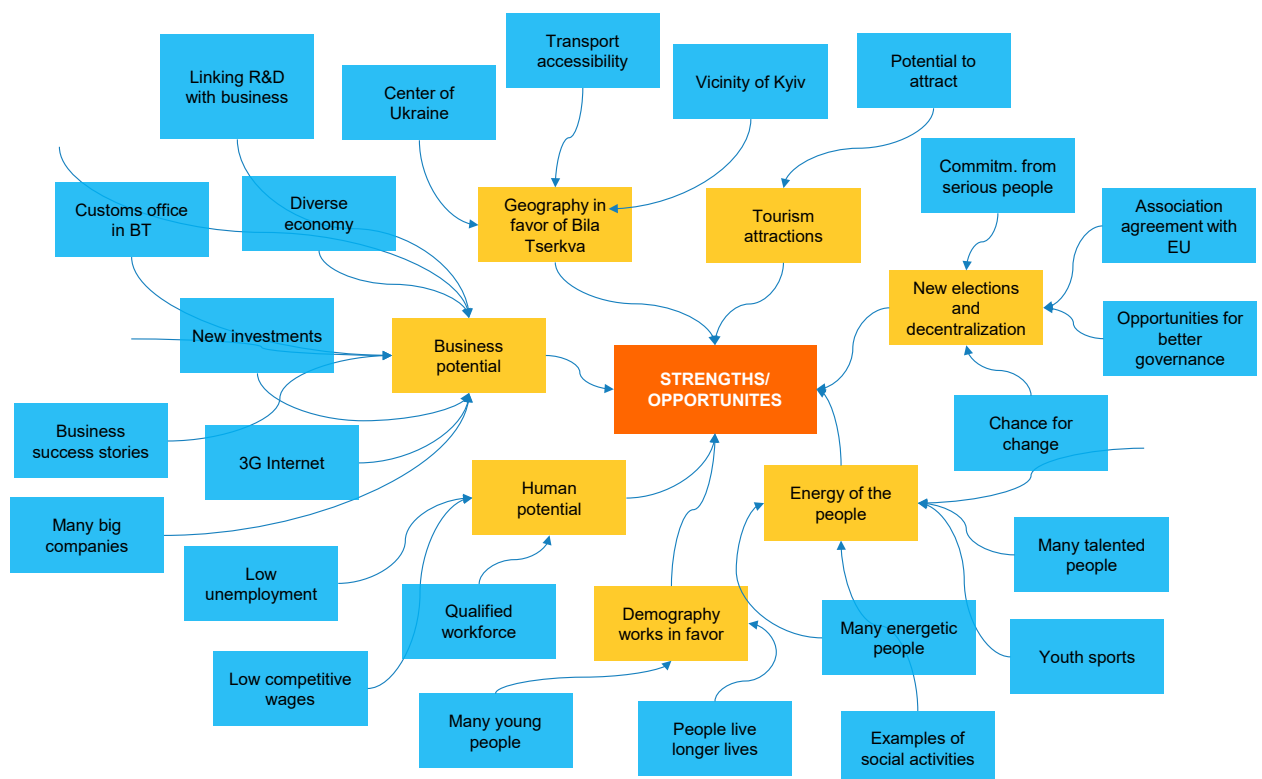


Figure 8: Bila Tserkva potential, advantages and intensity

- **many tourism attractions** including wonderful Alexandria park built by Polish noble family of Branicki at the end of 18th century;
- **new decentralization reform** – which brings hope that public funds will be spent in a more efficient and effective way;
- **energy of the people** – despite low civil society spirit in general there are still many examples of NGO's and activists who want Bila Tserkva to be better place. Their energy and enthusiasm should be used in implementing changes;
- **human potential** – again in Bila Tserkva there are many talented people – engaging them into positive changes will be beneficial for the town, a skilled workforce with experience in working in many different sectors of the economy add to the potential;
- **demography works in favor** – there are many young people and the number of population of Bila Tserkva grows steadily despite first: harsh macroeconomic and social situation of the country and smaller towns, and second: despite the close vicinity of Kyiv. The graph below summarizes all potential and advantages of Bila Tserkva.

The figure below summarizes a) key advantages, b) their intensity and concentration, c) key links between them.

Table 5: The key advantages of Bila Tserkva identified during formulation of the BTDS

1. THE GEOGRAPHY FAVOURS OF BILA TSERKVA
1.1. Geographic center of Ukraine 1.2. Transport accessibility – on the way from Kyiv to Odessa 1.3. Kyiv proximity with its huge internal market for goods and services
2. INTERESTING POTENTIAL TOURIST ATTRACTIONS
2.1. Potential for tourism but at the moment not used to its full capacity: River Ros, Oleksandria, Branicki, industrial tourism: Biofarma, Tribo, Rosava, Tetra Pak etc 2.2. Nice restaurants
3. BUSINESS POTENTIAL – HOW TO MAKE IT STRONGER
3.1. Accessibility to 3G Internet – e-government at hand 3.2. Many big companies such as Rosava, Tribo, Mareven Food etc. 3.3. Success stories such as: Biofarma – yes we can, despite problems! Example of black swan 3.4. New investment such as waste management of 40 mln EUR 3.5. Diversified economy/business: Experience in producing certain types of industries/products such as rubber, tires, machinery for agriculture, textile 3.6. Long history (memory) of specific businesses (e.g. tires, food etc.) dating back to Soviet Times and beyond 3.7. Biofarma and other businesses can be linked with (local) university to develop R&D 3.8. There are some unused industrial sites to be re-used for commercial/industrial activities 3.9. Customs office in Bila Tserkva – you don't need to go to Odessa 3.10. Military airport that can also be used for commercial purposes

WHY

(portrait of Bila Tserkva): we want to change to...

4. HUMAN POTENTIAL
4.1. Qualified work force (but many leave for Kyiv) 4.2. Wages are low – competitive workforce
5. DEMOGRAPHY WORKS IN FAVOUR
5.1. Despite the difficult economic situation the population is growing 5.2. People of Bila Tserkva live longer 5.3. There are many young people but also many leave for Kyiv to work and study
6. ENERGY OF THE PEOPLE
6.1. Many energetic people – potential to be used – they are eager to change 6.2. Academy of pensioners (32 clubs – from 20-100 members) 6.3. Alternative methods of teaching (such as Montessori) is used in Bila Tserkva (shows people are open to alternatives) 6.4. Youth sports becoming more popular – tennis table, hockey, workout, etc. 6.5. There are many talented people (e.g. Artists, photographers) but town has no ideas how to use their creative energies. 6.6. In general people are proud of their town

... unlock people's potential

As always and everywhere – people, their energy, and eagerness to act and change is the key driving force to any kind of development. On one hand the demography of Bila Tserkva is favorable: there are many young people and the population is growing. On the other hand the educational system needs strengthening. There is also a negative trend of people leaving Bila Tserkva for work which results in lower local tax collection and less revenue for the town's budget. The paragraphs below discuss demography, education and the cultural life of Bila Tserkva.¹

Demography/population

Demography as for now works in Bila Tserkva's favor. Compared to 1990 the number of people living in the town has increased up to 211,2 thousand citizens (number for 2014). Despite the collapse of some sectors of industry the number of citizens has increased. Of concern is the growing number of pensioners – people who do not work due to their retirement or disability (see figures below). Despite the overall positive picture is the low number of economically active people. The numbers show that only 42% of people are at an economically active age (between years 17-59) actually work.

The policy issue for our strategy is:

- a) how to increase the number of work force;
- b) how to encourage people to work longer and retire later;
- c) how to encourage young people to work;
- d) how to support the excluded: disabled, sick, and unemployed;
- e) how to activate pensioners including retirees.

¹ For more on socio-economic analysis see Annex: UEX report (separate document in Ukrainian)

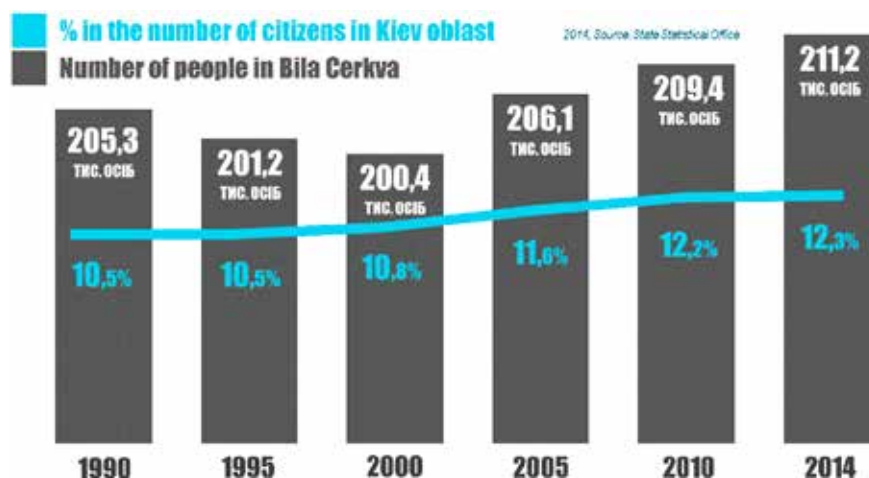


Figure 9: growing number of people in Bila Tserkva (source: UEX report on Bila Tserkva, 2015)

Box 1: general illustration of Bila Tserkva demography/population – key facts

- > The population of Bila Tserkva in 2014 was 211, 2 thousand people (it is 5,9 thousand (+3%) more than it was in 1990);
- > Bila Tserkva population percentage share of the region's total population was 12,3% in 2014;
- > Total number of pensioners living in Bila Tserkva is estimated at 57.9 thousand, which is 27% of the town population;
- > Total labor potential of Bila Tserkva is estimated on 88,9 thousand people; it is 42,1% of the town population and 11,5% of the labor potential of Kyiv region.
- > It is estimated that around 30 thousand people travel to work from Bila Tserkva. The main destination town is Kyiv.

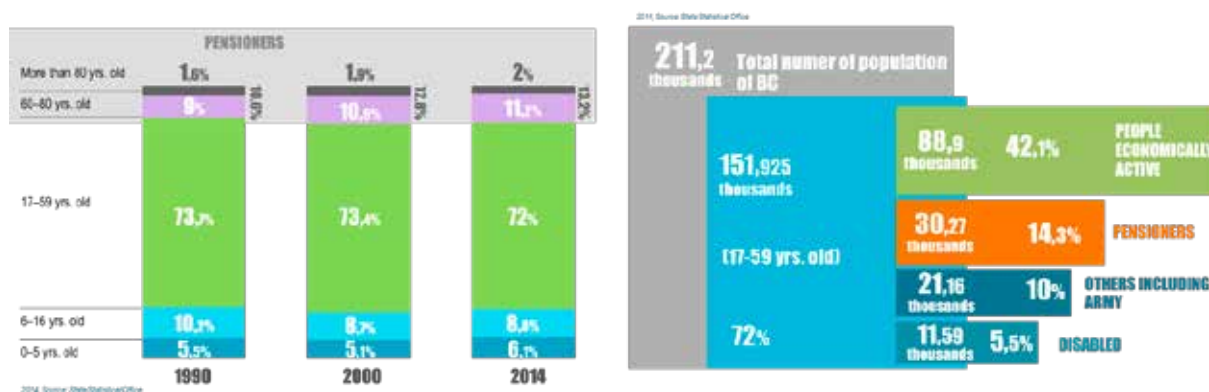


Figure 10: structure of population of Bila Tserkva 1990-2014 (source: UEX report on BT, 2015)

WHY

(portrait of Bila Tserkva): we want to change to...

Education (including tertiary)

Education should be adjusted to the market needs. The high number of students and the developed education infrastructure makes Bila Tserkva one of the leaders in education in the Kyiv oblast. Infrastructure needs improvement and according to gathered data there is a problem with pre-schools in Bila Tserkva – the congestion in pre-schools exceeded 130%. Due to the upcoming baby boom the situation might be aggravated in the next few years.

The business community complains about the quality of the graduates and their detachment from the needs of employers. Generally teachers are underpaid and the quality of teaching is considered low. There were reports of a rather slow tendency to change the mentality not only of teachers but also students and their parents: from Soviet “uravnilovka” (egalitarianism) and disinterest to openness, willingness, readiness and ability to operate in a XXI century modern society.

Box 2: general illustration of Bila Tserkva education – key facts

- > There are 36 pre-schools in Bila Tserkva with a total capacity of 6.945 children. In 2014 pre-schools accepted 9.029 children (70% of them children under 6 years). The pre-school overload was 130%;
- > There are 26 institutions of secondary education in Bila Tserkva with a total capacity of 18,500 students. There are 1 collegium, 1 lyceum, 2 gymnasiums, 5 specialized schools, 13 comprehensive secondary schools, 1 elementary school (comprises grades 1 to 4), 1 special school for children with specific needs, 2 evening schools 1 vocational school and 1 private school.
- > The number of tertiary education students was more than 18,000 in 2014-2015.
- > Post-secondary education in Bila Tserkva is represented by 14 institutions: 1 National Agrarian University, 7 colleges, 1 technical college, 1 institute, and 4 filial branches of universities from other cities.

Cultural activities

Despite many positive initiatives in the town, the current cultural potential in Bila Tserkva is reported to be rather weak caused by a lack of a comprehensive plan and an undeveloped infrastructure for culture. Yet we observe considerable demand for cultural services organized and coordinated by the local administration. There are also many talented activists and local artists willing, ready, and able to get engaged. The crown jewel of Bila Tserkva is the huge 18th century Oleksandria park with its natural potential to attract different initiatives, currently not used to its full capacity. Many argue that existing concert halls are not properly used especially during winter, where many initiatives are cancelled due to low temperatures.

Box 3: general illustration of Bila Tserkva cultural activities – key facts

- > There are 5 music and art schools in Bila Tserkva.
- > In Bila Tserkva there are 3 parks: Dendrological park Oleksandria, Amusement park named after T. Shevchenko, Park of Fame.
- > Town has two concert halls: “Rosava” Town Concert Hall, “BilotserkivMAZ” Town Concert Hall.
- > There is only one cinema and theatre in the town.

... unlock entrepreneurial potential

We need to change because our town economy slows us down. Other towns both in

Ukraine but also in our oblast are developing faster. Definitely Bila Tserkva has potential: central geographical location, vicinity of Kyiv, long history and industrial tradition in rubber, agriculture, furniture and textile production. One of the positive examples, “that impossible is nothing” is the creation of the most modern bio-tech factory “Biofarma” in Ukraine. For more see the box 4 below.

Box 4: Yes we CAN!

> PJSC “Biofarma” is a leading company in Ukraine’s pharmaceutical industry, a modern high-technology enterprise. So far, Biofarma is the largest enterprise on processing of donated blood and the production of drugs made of its components. The basic infrastructure is situated in Bila Tserkva; it was officially opened on July 16th, 2015. The entire investment is estimated at more than USD 42 million.

The next stage will be building of blood plasma processing plant, starting in August, 2015 and the value of the investment is going to be another USD 35 million. There are more than 300 people employed in Biofarma and the plans are to reach 450 very soon.

Table 6: Key characteristics of leading sectors in Bila Tserkva

Industry/Sector	Rationale for selecting – key characteristics
Rubber	The rubber processing industry is a leader in employment. Almost 5,300 people are employed in the companies in this sector. The main companies in this sector are: “Rosava” and “InterGTV”. It is the natural candidate for a rubber cluster.
Agriculture	Agriculture is one of the leading sectors due to tradition and natural conditions. One of the biggest agriculture universities in Ukraine is located in our town (12,000 students, several hundred faculty members, 3,000 hectares of land). The territory of Bila Tserkva agro area is appropriate for plant growing, stockbreeding, gardening and wood processing. The total area of potential lands is about 128 thousand hectares. Agricultural land covers 99 thousand hectares, forests and forest areas cover about 14 thousand hectares. Plant growing is about 60% of the gross output of the agricultural sector and has about 200 thousand tons of grain and leguminous per year. This figure increases each year by improving productivity. As of 2014 the average grain yield was about 41 kg / ha. Stockbreeding consists of the production of milk and meat cattle, pork and poultry. Total operating successfully in the area about 100 farms that occupy 9 thousand hectares of land.
Health/tourism	Our town’s favorable geo location, vicinity of Kyiv and being a transit town in the Odessa-Kyiv route together with some tourism attractions (such as Oleksandria park) makes Bila Tserkva an ideal tourist destination. Adding to it, there are some high quality medical specializations (with fewer infrastructures) such as eye surgery. Many people from surrounding towns, including Kyiv, come to Bila Tserkva to receive treatment. Combining tourism and health treatment – medical tourism might be potentially interesting smart specialization of the town. Additionally, Bila Tserkva can and is, offering interesting active tourism on selected industrial enterprises.
Furniture	One of the most active sectors in Bila Tserkva is the furniture and wood industry. There are more than 300 small enterprises in the sector of wood processing and furniture manufacturing, employing considerable number of staff. They are successfully exporting to different countries around the world.
Construction	It is one of the biggest sectors, generating a significant share of our town’s GDP (see figure below). This sector is especially important due to the vicinity of Kyiv – the biggest construction market in Ukraine. We believe we can serve this market successfully also in the future and our position can be even stronger.
Black swans	Black swans are defined as those companies that unexpectedly rise above many others in certain not-so-obvious sectors of the economy. One of the key examples of such a black swan is the already discussed company of Biofarma.

Yes we CAN!

PJSC “Biofarma” is a leading company in Ukraine’s pharmaceutical industry, a modern high-technology enterprise.





WHY

(portrait of Bila Tserkva): we want to change to...

One of the key factors in growing (and moving faster) is entrepreneurship. Bila Tserkva needs to improve its business climate, especially for SMEs, attracting new investment and expanding existing enterprises.

The key entrepreneurship problems are as follow:

- There is no dialogue between town administration and business. This issue should be resolved to make conducting business easier and increase CSR activities among the companies in Bila Tserkva;
- The entrepreneurial spirit should be enhanced, especially when it comes to small and medium sized companies – the feeling is to wait, do not stick out and not to plan too far ahead;
- There is limited cooperation (sectoral and intersectoral) between companies – companies do not find synergies nor cluster with one another;
- Attracting new investments is limited;
- There is a lack of business support institutions: no incubators, no techno- and industrial parks, etc.;
- There is a high level of grey economy activity. Some specialists say that it is more than 50% of town's economy.

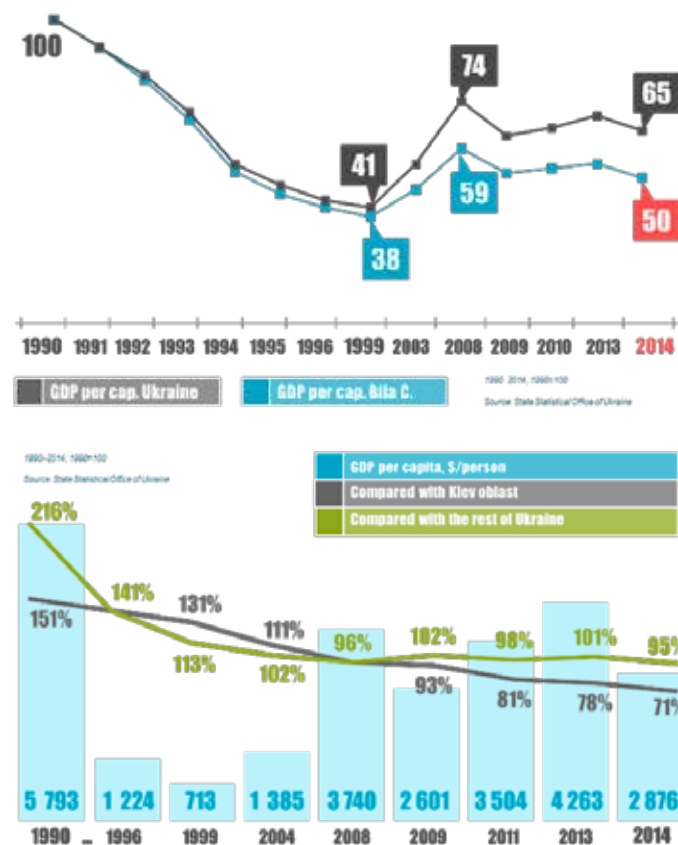


Figure 11: Growing slower than rest of Ukraine and Kyiv oblast (source: UEX report on Bila Tserkva, 2015)

What we also observe is that our town economy is increasingly less significant in the Kyiv oblast. This denotes the stagnation. To illustrate see the figure below:

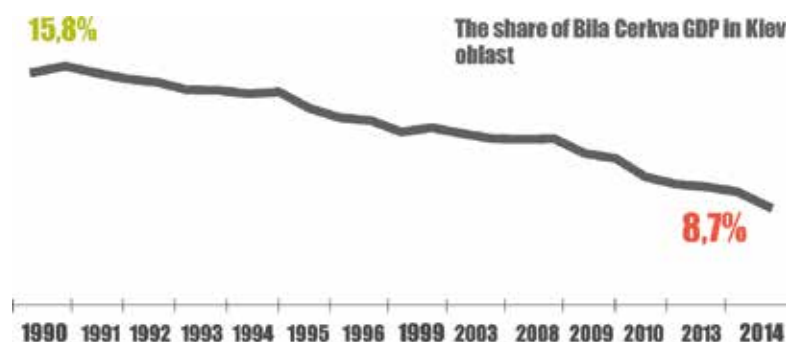


Figure 12: Bila Tserkva less important in the economy of Kyiv oblast (source: UEX report on Bila Tserkva, 2015)

Box 5: general illustration of Bila Tserkva economy – key facts

- > According to statistic data, the financial result of the town companies (861 companies) in 2013 was USD 930million; the number of employees officially amounts to 22,000 people.
- > In terms of economic activities the trade provides the highest net income - USD 238,8 million (in 2014); manufacture of rubber and plastic products provides USD164 million; production and supply of electricity, water and steam provides USD 149,2 million; food industry provides USD 59,0 million; engineering industry provides USD 43,3 million of net income. These industries formed 70% of annual income in 2013.
- > The average level of productivity in Bila Tserkva in 2013 was USD 42,600 per person. The highest productivity was in trade sector (USD 107,200 per person), the lowest in light industry (USD 12,600 per person), mining industry (USD 15,500 per person) and building and construction industry (USD 16,400 per person).
- > Since 01.01.2014 number of enterprises grew from 16.582 to 19.213.
- > The leading sectors of Bila Tserkva economy are rubber, agriculture and furniture industry, and construction.
- > Due to the Russian crisis and the closure of the eastern market for Ukrainian products, companies need to find other markets for their products.
- > The companies have also had a problem with acquiring external funds for their development due to high interest rates on credits.

Our local economy is based on three pillars: public sector, industry (manufacturing/construction), and services such as e.g. trade/sale. Services dominate – generating almost half of our wealth. It is a global trend that services tend to dominate the economy. Yet they are very vulnerable to crises and usually their productivity (what is made/produced in a given time) is rather low. The richest towns, regions, and countries around the world have a strong industrial sector with high productivity. Industry is usually the driving force of innovations that greatly influence the competitiveness of sectors and business.

The latest trend in the EU is to re-industrialize, meaning to strengthen industries with respect to sustainable development (ecology, climate etc.) We would like to follow this trend via projects to strengthen selected business activities – we call them smart specializations.

WHY

(portrait of Bila Tserkva): we want to change to...

Growing importance of services and industrial decline are also illustrated by employment levels. Compared with 1990 industry has lost 44,000, whereas trade has gained more than 9,000.

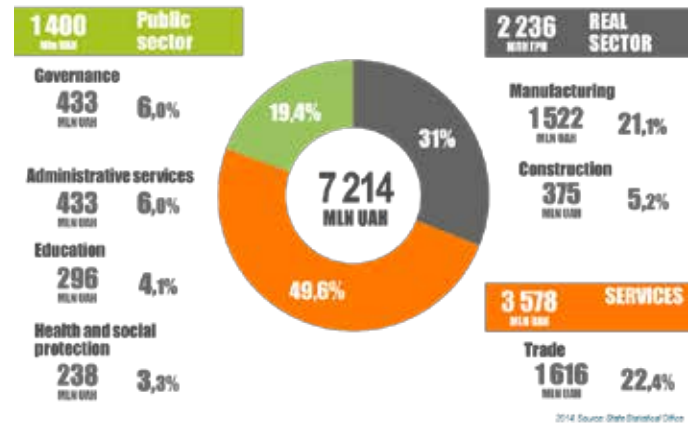


Figure 13: Structure of our economy (source: UEX report on Bila Tserkva, 2015)

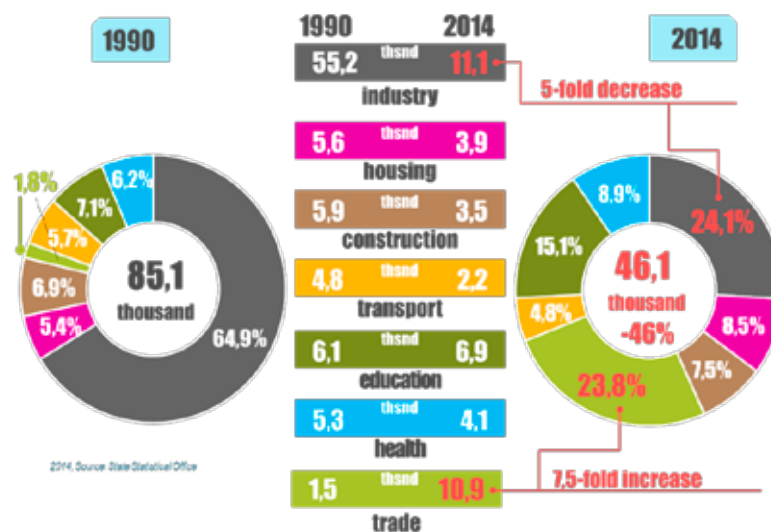


Figure 14: Structure and level of employment (source: UEX report on Bila Tserkva, 2015)

One of the other key characteristics of the local economy of Bila Tserkva is the fact that more than 30,000 residents of Bila Tserkva work in other cities – especially Kyiv. The only way to encourage commuters to stay and work in Bila Tserkva is to create favorable conditions and new workplaces.

Those people that work and travel pay their taxes in Kyiv and not in Bila Tserkva – this has significant impact on our local budget. The figure below also shows why people leave our town for work – average salary available in our town is much lower than in other surrounding towns. Interestingly,

we observe considerably low level of unemployment (only ca. and officially 4,000 people). Again entrepreneurial spirit and favorable business conditions could attract investment and are the key to development.

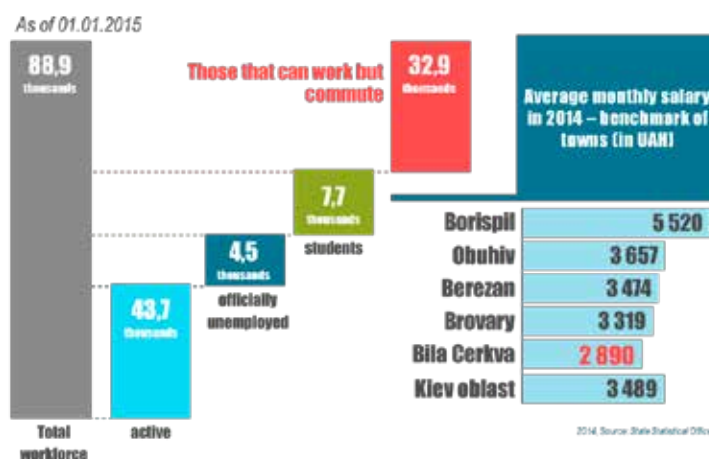


Figure 15: Structure of the workforce and benchmark of average salaries (source: UEX report on Bila Tserkva, 2015)

... deliver better quality public services and improve local government

Public services

Healthcare: opinion here is divided. Bila Tserkva is famous for specialized medical treatments as well as one of the lowest mortality rates and positive population growth in the whole Ukraine. Some of the facilities include very difficult and precise operations (minimal invasive surgery, eye surgery, artificial kidneys, cardiology, endovascular treatment of heart and brain vessels, newly implemented systemic thrombolysis and perinatal technologies) using innovative medical technology and are considered one of the best in the country. Medical care is provided to the population in 13 town and 7 regional medical facilities. The town's health care system employs 777 doctors and 1,925 nurses (including 76 midwives). In 2014 there were 1,766,758 outpatient visits, including 490,213 to the children's clinic. On the other hand, patients need to pay additional fees for medicine and food, and the quality of infrastructure especially of primary health care requires urgent investments. There are also signs that hospitals are overloaded, due to low number of beds versus treated patients.

Transport and roads: despite its central and favorable location, Bila Tserkva has many problems with different aspects of transportation. Analyzing the public transport within the town borders - people complain about unequal access, especially when it comes to pensioners and elderly people: in many cases they are refused by marshrutka (shuttle bus) drivers to enter the vehicle. The system of transportation is not unified and there are a lot of private companies handling communication. The quality of transport infrastructure: bus stops, buses, marshrutky (shuttle busses) require upgrading. There is heavy traffic going through some parts of Bila Tserkva and there is a need for a bypass especially for heavy trucks. In general the quality of roads is poor and many of them require proper maintenance and renovation. Almost 80 % of the town roads (360 km) are in need of urgent repair. The majority of the roads in the town were constructed 30–45 years ago.

WHY

(portrait of Bila Tserkva): we want to change to...

Safety of citizens should be improved. There are more than 600 police officers but only 50 of them working in the field. Patrols are not visible on the streets. At certain time most street lights are turned off leaving the town in darkness. The common advice is to be careful after dark. The citizens complain about increasing number of robberies. Many citizens also point out the problem of drug abuse and illegal sale of alcohol close to school facilities.

Other utilities also are far from perfect.

- **Water:** People complain about quality of water. The general perception of the citizens is that the River Ros is far from clean.
- **Garbage:** there are many illegal dumping sites.
- **Energy efficiency:** most buildings are not energy efficient – they were constructed in Soviet times.
- **Building infrastructure:** most of the town consists of Soviet style blocks. There are few modern constructions. Most of the blocks require urgent upgrading and renovation.
- **Heating:** Rosava factory can supply the whole of Bila Tserkva with hot water and heating - there are debates with authorities on the idea.
- **Electricity:** one of the key reports on Bila Tserkva by UEX from 2015 shows the power plant is close to its full capacity. Infrastructure needs upgrading.

Box 6: ZHEK: what it is and what it does – Soviet times legacy

> Public Housing and Utilities Unit, known as ZHEK is a municipal, self-sustained organization that has its own operating account in a bank and a statutory fund the amount of which is specified by the town council executive committee or district council executive committee. It also enjoys the rights of a juridical person. The main tasks of ZHEK are to take care of attached housing stock and provide continuous work of apartment building utility equipment, to do repair works when it is necessary, to keep dwelling stock sanitary and in good repair, to enable a positive attitude of local residents to their flats.

ZHEK is conducted by a headman who is chosen by the Mayor or District Council chairperson. Bila Tserkva has had 3 ZHEKs since September 1st, 2011. On May 25th, 2011 Town council executive office took a decision to combine town Public Housing and Utilities Units. According to this decision ZHEK №4 joins ZHEK №1, ZHEK №2 joins ZHEK №6, ZHEKs №5 and 8 join ZHEK №7.

Authorities

Local government in Bila Tserkva is in the eve of fundamental changes due to the new decentralization reform. One of the key problems reported is the lack of transparency and openness of the town's authorities. Decisions by public administration (PA) are not always clear and rationale is rarely provided. There are turf wars going on between different levels of public admin – a lot depends on the individual leaders and parties that follow. Some of reported problems also concern quality and reliability of information/statistics gathered which leave doubts about quality and basis of decisions made.

Business people complain about repressive tax offices and many state controls that haunt their business facilities. There are some strong cases and opinions by different stakeholders that corruption is also a problem at different levels of PA.

The figure below shows that some 63% of our town budget comes as transfers from the central government, which means that the well-being of our town is not autonomous. It also shows that what we collect from local taxes and charges is only 37%. We should increase this number to gain more financial independence – so we as a town decide on what we spend money (in line with existing laws).

In the first year of new rules, the resources of capable communities increased threefold and the following payments are directed to local budget:

- 100% property tax and land, including outside the settlements.
- 100% single tax on small businesses registered in the community.
- 100% of the profits of utility companies if they created a community council.
- 60% of profits on individual income, if people in the community are paid.
- 25% of environmental tax if the company is in the community.
- 5% excise tax on tobacco products, alcoholic beverages and petroleum products if they are sold in the community.

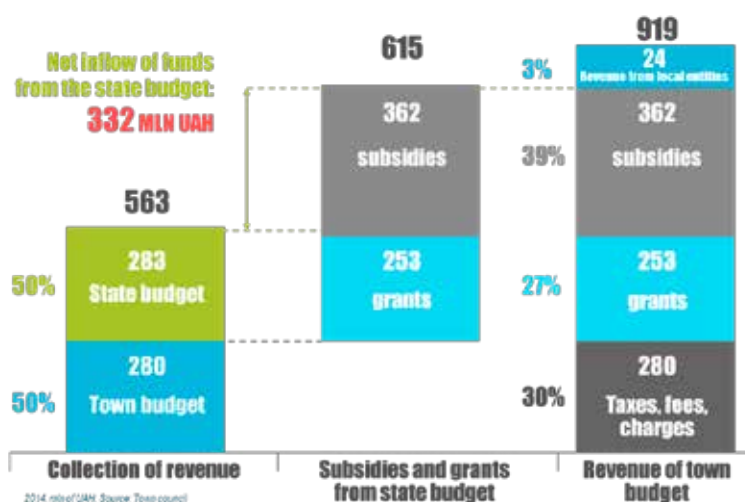


Figure 16: Structure of revenue of our town budget 2015 (source: Bila Tserkva Executive Committee of City Council)

... use certain favorable macro aspects

Politically, socially, and economically the situation in Ukraine is very arduous and complicated.

There are many aspects that negatively affect lives of people, just to name the few:

- War in the East of Ukraine;
- Difficulties of Ukrainian companies in the Russian market;
- High inflation rate;
- Devaluation of UAH;
- Rising unemployment;
- Significant grey economy;
- Decline in GDP;
- Problems with corruption;
- Growing dissatisfaction of people with lack of visible positive effects of reforms.

WHY

(portrait of Bila Tserkva): we want to change to...

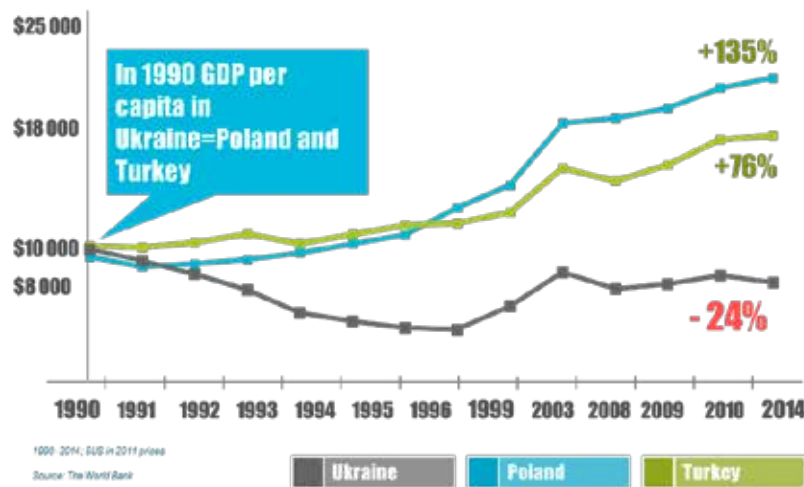


Figure 17: showing the scale of problems measured by the GDP per capita – comparison in time and between countries

It is all true, yet, we believe there is still hope. Change does not happen overnight, it is a process, and sometimes takes some time to be seen, observed and felt.

Many positive initiatives happen and sometimes we tend to overlook them. In many cases, it is up to us, citizens of Bila Tserkva, use those opportunities properly and to take advantage of our town. To balance the problems, we list a few opportunities that Bila Tserkva is facing:

- Partnership Agreement with the EU: inflow of EU pre-accession structural funds;
- Opening of the EU market (e.g. tariff free exports of the agri produce);
- Borders with EU opening up (30,000 Ukrainian students in Poland itself);
- Many donors and international programs of support;
- Decentralization reform started in October 2015 so both budgets and decisions are to be made in greater extent by the local authorities in a self-governing mode;
- Other reforms and initiatives by central government (see table below for more details);
- Strategic initiatives at the country and oblast levels (example being the development of the Kyiv oblast strategy financed by the EU) – for more details how our BTDS 2025 relates to key strategies see below in this chapter.



Table 7: Snapshot of key reforms in Ukraine (state as of July 2015)

Reform	Key description	Expected impact on BT	Other comments
Higher education	Wider independence for universities, more optional disciplines, better conditions for research.	In 4 years Bila Tserkva will receive a new generation of bachelor graduates with critical thinking.	Passed by Parliament in July 1, 2014, is being fully implemented.
State service	Elimination of corruption, all candidates must take part in transparent competition, increase of professionalism, double increase of salary.	Better local management bodies personnel in BT already by the autumn elections to local authorities.	Is to be voted during July 13-17, 2015.
National Anticorruption Bureau	Elimination of corruption.	Easier environment for making business in Bila Tserkva and Ukraine.	Passed by Parliament in 2014, in the process of implementation.
On public prosecution	Instead of 18 500 there will be 7,580 effective public prosecutors, enrolled by 2-4 - stage transparent competition, instead of 638 district, city and interdistrict prosecution offices there will be 178 local ones.	The city and district prosecution offices will be united and more efficient.	Passed by Parliament in 2014, in action from July 15, 2015.
Decentralization and fiscal reforms	Carried fiscal reform significantly increased its local budgets through the redistribution of resources and the introduction of new taxes for local budgets. Overall, decentralization offers opportunities to ensure financial viability of the city and its development.	Ukrainian government officials noted that the local authorities will have UAH 26 bn of additional funding. In general it will have positive impact for Bila Tserkva due to higher local budget.	Passed in December 2014.
Public sector reform	The bill envisages public access to data on the use of public funds by the recipients, including public enterprises, local and state authorities, as well as state social insurance funds. The Ukrainian government also allowed public access to the databases of property rights and geological licenses.	The people of Bila Tserkva will have access to data about public funds. A more transparent system will enhance administration to make spending more reasonable due to monitoring by society.	To be passed in 2015.
Agricultural sector reform	The agriculture sector currently pays no VAT. The IMF wants to improve the tax base by bringing the agriculture sector fully under the general VAT regime in 2016. There is opposition as there are many small holders who benefit from the present regime. In addition, Ukraine has a "big ag" lobby, that also wields considerable influence. There may also be sound economic reasons not to change the current regime. Agriculture is one of the few sectors in Ukraine that has performed and continues to perform well. It may be prudent not to put this at risk.	As one of the crucial sectors in Bila Tserkva is agriculture and food processing, the reform can create unfavorable conditions to conduct agriculture business, due to higher prices. What is more it can also make agriculture products less competitive, especially when it comes to export.	Government acknowledges IMF's demand that agriculture be taxed at normal rates, but no concrete action yet taken. Ukraine's VAT tax is currently 20%.



WHY

(portrait of Bila Tserkva): we want to change to...

Among many strategies especially at the country and oblast levels, a few of them have direct impact on our BTDS 2025, especially at the implementation stage.

They are the following:

- Strategy for Sustainable Development “Ukraine-2020 “
- Regional Development Strategy of Kyiv Oblast
- Operational Program of Kyiv Oblast Strategy

Ukraine 2020 development strategy (short-term characteristics): is the main mechanism of regional development. It forms the common view on goals for all regions. Ukraine 2020 determines goals and indicators of their achievement, as well as directions and priorities for state development. The purpose is to achieve European standards of living. The Strategy includes altogether 62 reforms, defining 25 key indicators of successful state development. BTDS 2025 takes into consideration Ukraine 2020. The common fields are: development of SME sector, creating efficient and modern industry, development of agriculture sector, fighting unemployment (due to new work places), creating transparent and people-friendly administration, and many more (for more information see also Table 7 below).

Regional development strategy of Kyiv oblast 2020 together with Operational program: aims of regional strategy of Kyiv Oblast are defined on the basis of problems which are crucial for the region. The main problems of the Oblast are: unemployment, low level of GDP per capita and absence of stimulus to improve the regional economy (especially when it comes to obsolete sectors with low productivity, based on a cheap labor force), as well as the ecological situation. The strategy points out the general direction of changes, which are crucial for development of those priorities.

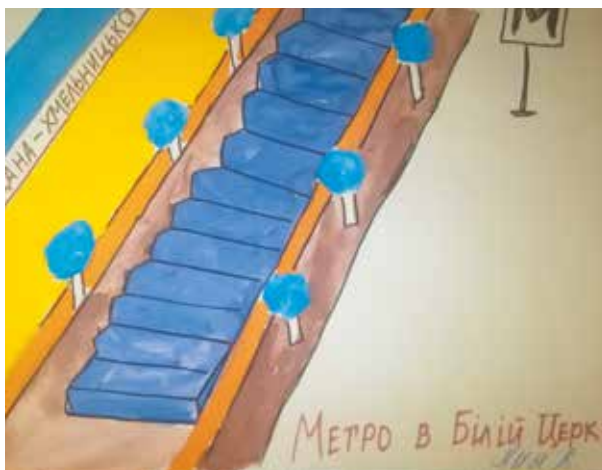
The Operational Program of the Kyiv Oblast is an extension of the strategy. It shows how the goals in strategy should be executed. The operational program itself focuses on creation of new sectors of economy in the oblast, modernization of existing ones, reducing unemployment and protecting the environment. Many identified problems of Bila Tserkva together with our priorities are reflected in the Kyiv oblast strategy and the OP. The common scope of activities includes: development of innovative sectors and companies, modernizing old ones, promoting entrepreneurial spirit, helping SME's, fighting corruption and unemployment. Our priorities of: strengthening community's role, promoting entrepreneurship activity, creating smart administration and improving quality of life fit well with the strategic framework of the Kyiv oblast strategy and the OP (for more info see below Table).



THE FUTURE OF THE CITY THROUGH CHILDREN'S EYES

The children's paintings the local orphanage from





WHY

(portrait of Bila Tserkva): we want to change to...

Table 8: Comparing key features of Ukraine2020, Kyiv Oblast Development Strategy, and Kyiv Oblast Operational Program

	UA2020	
Vision	N/A	
Strategic goal(s)	<ul style="list-style-type: none"> ▪ Raising competitiveness of the regions ▪ Territorial socioeconomic integration and development ▪ Sustainable national management of regional development 	
Objectives	<ul style="list-style-type: none"> ▪ Increase of role and functional capabilities of cities for further regional development ▪ Preventing increase of disparities that hinder regional development ▪ Improving strategic regional planning system on the national and regional levels 	
Selected indicators	<ul style="list-style-type: none"> ▪ Creating favorable environment for business operation ▪ Supporting the development of innovative technologies ▪ Implementation of educational programs to meet the needs of high technology business ▪ Improving the quality of administrative services provided to individuals and legal entities ▪ Creating conditions for consolidation and increased financial capacity of local communities ▪ Improving the quality of interregional and intraregional physical infrastructure ▪ Development of interregional and intraregional transport network ▪ Creating conditions for the development of small towns ▪ Implementation of education reform in rural areas ▪ Reforming healthcare ▪ Implementation of programs to support the development of rural areas ▪ Implementation of programs to provide the rural population with administrative services ▪ Implementation of development programs for development of intraregional transport networks ▪ Improving the quality of public transport service ▪ Establishing inter-regional and intra-regional information and communication networks ▪ Allocation of funds for State fund for regional development 	



Kyiv oblast DS	Kyiv oblast OP
<p>KYIV OBLAST is the land of ancient heritage and newest technology, natural and man-made monuments, wisdom and youthfulness standing in solidarity in their aspiration for the future, where a developed economy paves Ukraine's way to Europe</p>	<p>N/A</p>
<ul style="list-style-type: none"> ▪ Sustainable growth based on innovation development of diversified econ. ▪ High quality of life/living standards ▪ Preservation and Development of Territories 	<p>N/A</p>
<ul style="list-style-type: none"> ▪ Creating new and modernization of existing industries ▪ Growth of Competitiveness and Economy in Peripheral areas ▪ Creating the conditions for Priority development of SMEs ▪ The development of tourism potential ▪ Environmental protection ▪ Adaptation of population to living and working in a changing economy ▪ Sustaining healthy living ▪ Providing high quality housing and public utilities services ▪ Development of a cultural and spiritual environment and patriotic education ▪ Employment increase in rural population ▪ Complex development of the territories for the benefit of territorial communities ▪ Reviving the economy of Kyiv oblast northern territories affected by Chornobyl NPP accident 	<ul style="list-style-type: none"> ▪ Creation of new and modernization of the existing sectors of economy ▪ Environmental protection ▪ Employment increase in rural population
<ul style="list-style-type: none"> ▪ Increasing introduction of informational technologies ▪ Increasing the share of innovative enterprises ▪ Increasing the number of people employed in high technology sectors ▪ Increasing intra-regional and inter-regional integration ▪ Building the development capacity of local communities ▪ Improving transport, information and communication links of towns – centers of economic growth – with less developed areas ▪ Creating conditions for the spread of innovative knowledge and experience ▪ Improving education in rural areas ▪ The growth of total household income in rural areas ▪ Reducing disease incidence rate in rural areas ▪ Reducing the mortality rate of children under 1 year ▪ Creating equal access to labor markets ▪ Increase of public access to main administrative services and other services, primarily in remote and sparsely populated areas 	<ul style="list-style-type: none"> ▪ Growth of value added share in gross regional product ▪ Increase of capital investment, direct foreign investment ▪ Increase of the production/share of innovative products ▪ Increase of the share of high technology exports ▪ Development of small towns including towns of regional significance ▪ Increase of income and consumption in rural areas and small towns ▪ Reducing the outflow of population from rural areas ▪ Reducing the differentiation in disposable income ▪ Reducing disparities between life expectancy at birth in urban and rural areas ▪ Reducing poverty ▪ Improving social equity ▪ Reducing disparities in consumption of services between rural and urban population ▪ Reducing unemployment in rural areas and small towns ▪ Increasing the number of centres of economic growth at the regional level ▪ Effective use of the potential of territorial specialization in economic development ▪ Number of projects funded from State fund for regional development

WHY

(portrait of Bila Tserkva): we want to change to...

SWOT analysis – summary of advantages and disadvantages

We used several sources of information (both qualitative and quantitative) to prepare SWOT analysis. See graph below.

SWOT method helps to distinguish advantages and disadvantages of our town. SWOT method identifying strengths, weaknesses, opportunities and threats, is the most popular and most common approach to socio-economic diagnosis.

Strengths and weaknesses usually refer to the internal environment, whereas opportunities and threats are related to external circumstances.

Furthermore, strengths and weaknesses are identified for the present, while opportunities and threats typically relate to forecasts and projected future status. It is a synthetic summary of the research and a way to analyze mutual interrelations between the four perspectives, leading to a conclusion that can help develop scenarios/plans for specific activities.

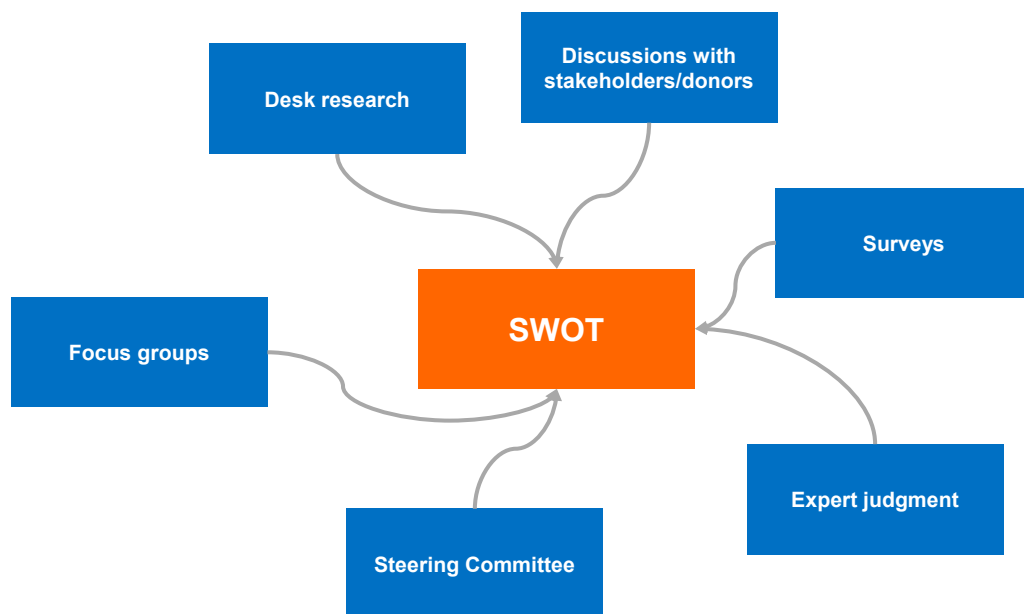


Figure 18: Multi-source approach to SWOT formulation

Key conclusion stemming from SWOT is that Bila Tserkva needs to intensively think about the changes. Key take-aways from the analysis are the following:

- Weakness and threats are predominant;
- Actions of change should be directed to weaken problems (weaknesses and threats);
- Priorities should concentrate around people (who we are), place (where we live), and power (how we are governed) aspects;
- Priorities that might be considered are the following: a) strengthening civil society, b) reviving entrepreneurial spirit; c) smart administration – around those 3 topics circulate most of problems.

Table 9: Summary of key observations – SWOT analysis

	Strengths – present/internal	Weaknesses – present/internal	Opportunities – environment	Threats - environment
PEOPLE (who we are)	<ol style="list-style-type: none"> 1. Energy of the people 2. Human capital 	<ol style="list-style-type: none"> 1. Education in need of change 2. Growing frustration and passiveness of people 3. Corruption is a pending problem 4. Civil society needs strengthening 	<ol style="list-style-type: none"> 1. Favorable demography 	
PLACE (where we live)	<ol style="list-style-type: none"> 1. Business potential 2. Tourism attractions 	<ol style="list-style-type: none"> 1. Entrepreneurship needs strengthening 2. Attitude towards business is negative 3. Local business focus more on demands than needs 4. Negative image of town 5. Organized leisure time in deficit 	<ol style="list-style-type: none"> 1. Favorable geographical location 	Local business has its macro problems
POWER (governance, authorities)		<ol style="list-style-type: none"> 1. Weak management of public offices. 2. Collection of local taxes - low 3. Low strategic and planning capacity 4. Law and order in town questioned 5. Turf wars among different authorities 6. Limited transparency and openness of authorities 7. Low quality of social/municipal services 	<ol style="list-style-type: none"> 1. New elections and decentralization reform 2. Cooperation with the Association of Ukrainian Cities to study and implement good practices 	



WHY

(portrait of Bila Tserkva): we want to change to...

Bila Tserkva faces many different problems of a structural and operational nature. The intensity of detected problems is also different depending on the assessed area (people, place, power). The highest intensity and concentration of problems is within the power/authorities/public services part. Graphs below show the map and correlation of different problems under 3 categories of people/place/power.

Table 10: The key disadvantages of Bila Tserkva in the category of people (who we are)

GROWING FRUSTRATION AND PASSIVENESS OF PEOPLE
<ul style="list-style-type: none"> ▪ People impatiently wait for positive changes and both frustration and distrust grow ▪ Low energy is dominant (people move slowly as River Ros flows) ▪ People wait for things to happen – many are passive ▪ General attitude (also by business) is not to draw any attention but to stay quiet and keep a low profile ▪ Predominant attitude: I pretend to work, you pretend to pay me – myth of energetic people that take their lives in their hands ▪ Limited trust of people towards business initiatives
EDUCATION NEEDS CHANGE
<ul style="list-style-type: none"> ▪ Low quality of teaching ▪ Soon new schools and kindergartens will be needed (demographic structure, admittance rate is now higher than places are available) ▪ Vocational education is very weak – detached from market needs ▪ Parents think school should bring up kids ▪ Teachers avoid working with difficult kids ▪ Cheating at school is acceptable practice ▪ University offers limited options to proceed with Master's degree – forcing students to either finish with a bachelor's degree or go and study in other towns
CIVIL SOCIETY NEEDS STRENGTHENING
<ul style="list-style-type: none"> ▪ Press that is not independent – sponsors decide what to write, when and how ▪ Civil society used for particular interests (eco-NGO's disappearing immediately after a case is won) – people's energy used instrumentally
CORRUPTION IS PENDING PROBLEM
<ul style="list-style-type: none"> ▪ General impression of people: corruption is strong and everywhere and there is little happening to change it ("I will not solve a single case in administration to give a bribe") ▪ It is difficult for people to define what is corruption, and what is not, what is conflict of interest, what is acceptable and what is not, etc. ▪ Business and administration mix



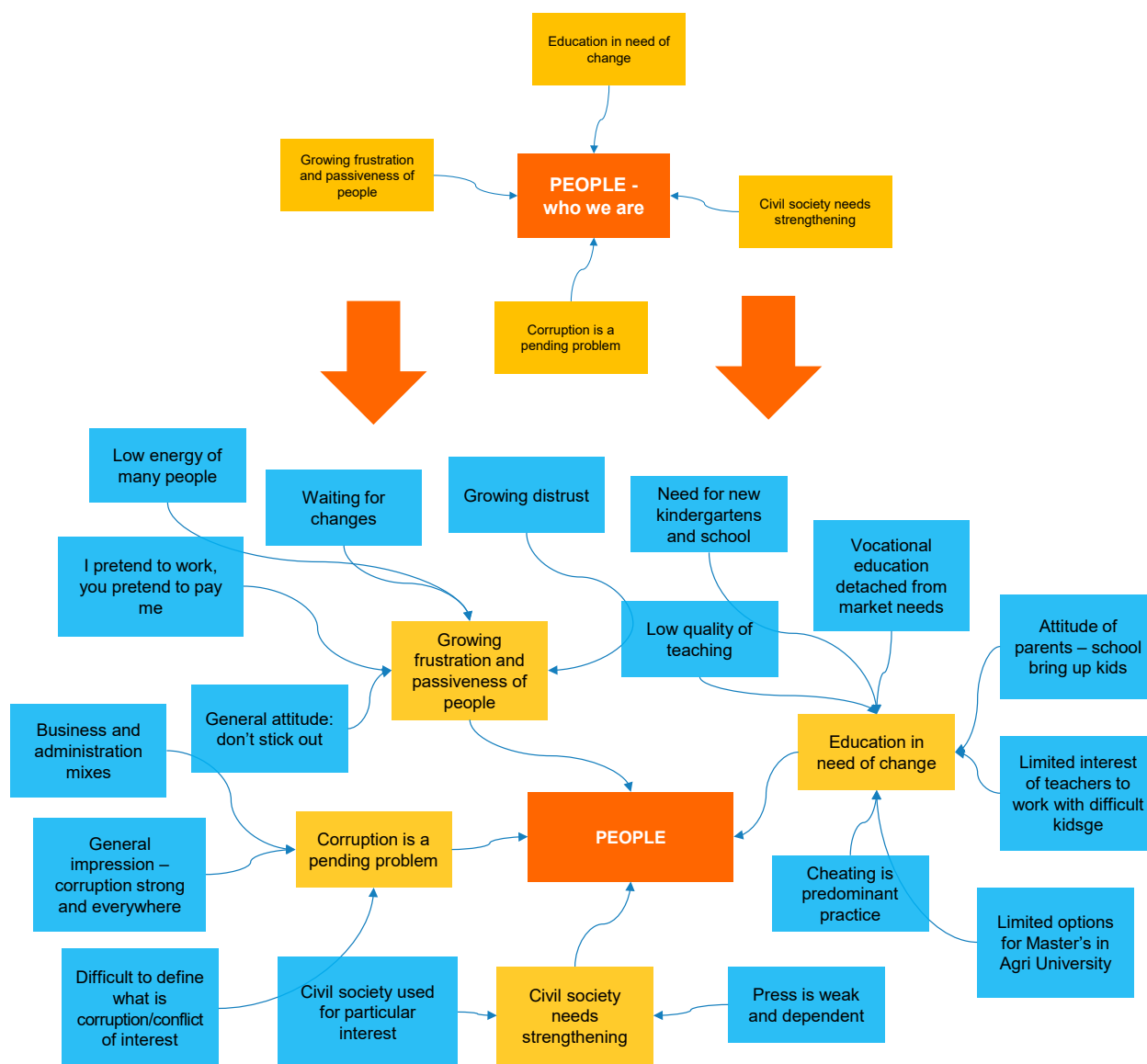


Figure 19: maps of key problems – intensity and structure (people)



WHY

(portrait of Bila Tserkva): we want to change to...

Table 11: The key disadvantages of Bila Tserkva in the category of location (where we live)

ENTREPRENEURSHIP ECOSYSTEM SHOULD BE STRENGTHENED
<ul style="list-style-type: none"> ▪ Low profitability of firms (even less than 10%) ▪ Many business people wait with decisions to invest, signals of more companies closed down than opened, limited number of new investments – this may be signals of lower than expected entrepreneurship level ▪ People leave for Kyiv – pay taxes somewhere else ▪ SMEs feel they are not supported, protected – rather left abandoned ▪ Vicinity of Kyiv not used to its full capacity and potential ▪ There are no business support institutions in town including incubators, techno parks, mentoring, coaching, business clubs etc. ▪ Many business say: situation is unstable we will not invest nor hire new people ▪ Incubators – there were attempts but never worked in practical life, no positive and visible impact detected
LOCAL BUSINESS HAS ITS MACRO PROBLEMS
<ul style="list-style-type: none"> ▪ Some foreign markets are closing down for Ukraine – there is a need to find new directions ▪ Entering EU requires higher standards, complicated procedures, and investments ▪ Problems with VAT return ▪ Army mobilization negatively affects business.
ATTITUDE TOWARDS BUSINESS SHOULD BE REDEFINED
<ul style="list-style-type: none"> ▪ Repressive tax office ▪ Grey economy even 50%/ firms avoid paying taxes ▪ People don't trust business initiatives- perceived as having vested interests, not fair, or having hidden agenda
LOCAL BUSINESS SHOULD FOCUS MORE ON NEEDS AND NOT DEMANDS
<ul style="list-style-type: none"> ▪ Business complaints focusing on demands and needs – low quality of management ▪ Even natural clusters such as: tires/rubber industry, agriculture – do not to work together (strategy, sharing costs, discussing) ▪ Industry is using energy to its full capacity – new investments? Increase in production? Yes, but more energy is required
IMAGE OF THE TOWN NOT ALWAYS POSITIVE AND INFORMATION IS SCARCE
<ul style="list-style-type: none"> ▪ 5 cases of investment scared out of town – existing business wants to keep wages low ▪ Negative image of town (e.g. Titushky (mercenary agents for illegal actions) ▪ Who in Kyiv knows about Bila Tserkva and e.g. Oleksandria? ▪ Town is dirty ▪ There is no tourism infrastructure to host them even if they wanted to come ▪ Low wages means Bila Tserkva is not attractive place to work in
ORGANIZED LEISURE TIME HAS PROBLEMS
<ul style="list-style-type: none"> ▪ To enter Oleksandria you need to pay ▪ Summer is not organized by the town – sporadic and chaotic events ▪ Cultural program is not known to people and there are limited events ▪ Existing concert hall(s) are not used properly e.g. in winter there is no heating system and many events are cancelled

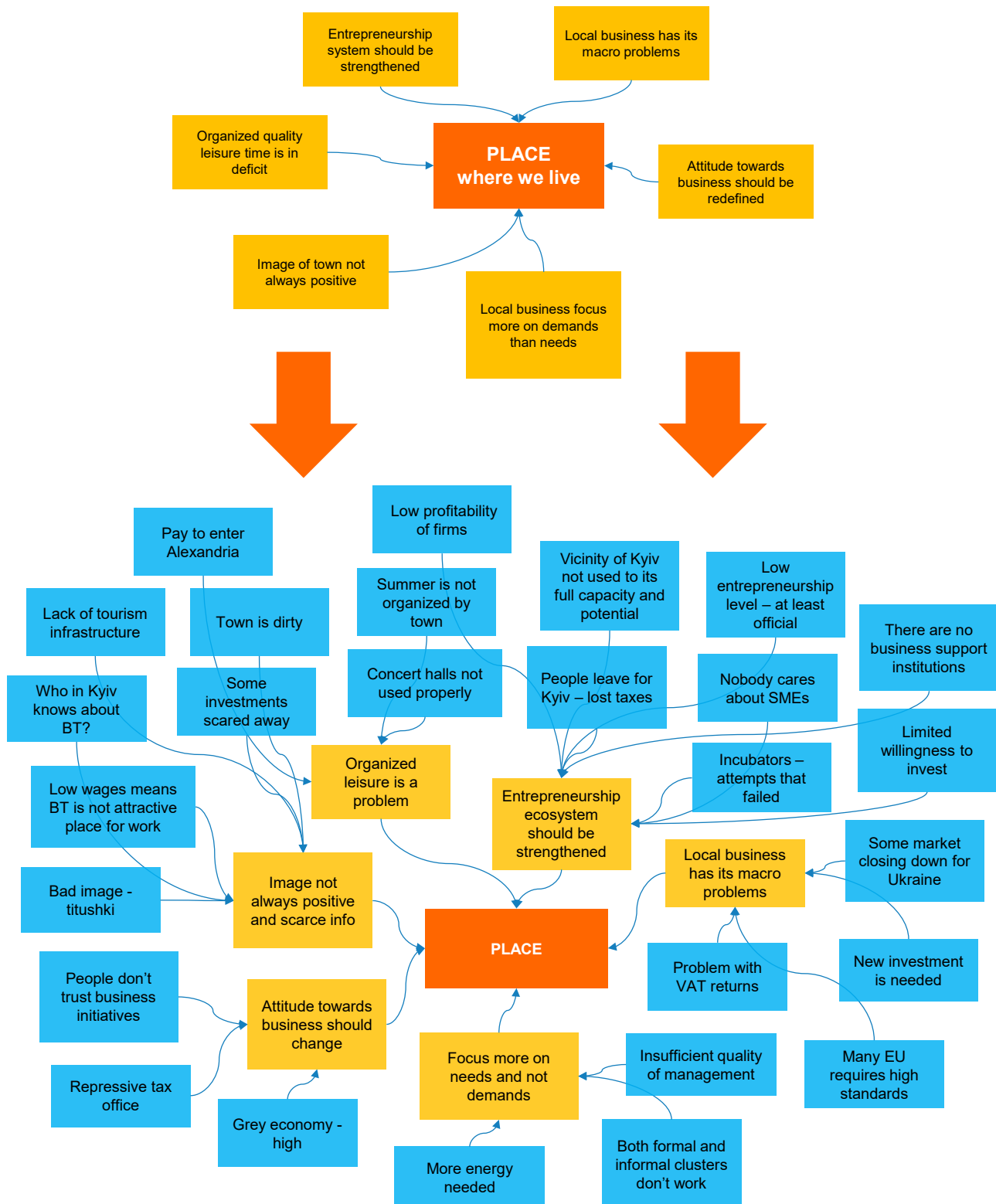


Figure 20: Maps of key problems – intensity and structure (place)

WHY

(portrait of Bila Tserkva): we want to change to...

Table 12: The key disadvantages of Bila Tserkva in the category of power (our authorities and public services)

OUR LOCAL TAXES COLLECTION IS LIMITED
<ul style="list-style-type: none"> ▪ There is significant level of the grey economy ▪ Limited number of investments – some of them scared away ▪ Unresolved problems with town's borders – many companies pay local taxes to villages despite using town's infrastructure
OUR STRATEGIC AND PLANNING CAPACITY IS LIMITED – do we really invest in the future?
<ul style="list-style-type: none"> ▪ So far there was no joint long term strategy for both town and region of Bila Tserkva ▪ Lack of spatial plan – how to organize space in the town? ▪ Problems with planning the budget – plans vs actuals (many difference between numbers) – see UEX report on Bila Tserkva ▪ 80% of the budget goes to education, health and social protection – so more consumption/maintenance than investment
IT IS DIFFICULT TO FIND COMMON INTERESTS AMONG DIFFERENT AUTHORITIES
<ul style="list-style-type: none"> ▪ Turf wars between different public officials – lack of a dedicated team to develop Bila Tserkva ▪ Inability to date in convincing villages surrounding Bila Tserkva to join the town in the upcoming local elections as part of decentralization reform in October 2015 ▪ Unreliable official statistics so planning based on official numbers may be a tricky exercise ("good morning I am Elvis Presley") ▪ No spatial plan – different interests of different land owners – (town, state, and cadaster) – result: you can build anything, anywhere without any plans ▪ Financial imbalance – villages are rich (huge surpluses, don't have any idea as to how to spend this money) ▪ Other public authorities such as police, tax, courts etc. were never part of strategic planning, never involved in joint discussions about the future
THERE IS LIMITED TRANSPARENCY AND OPENESS OF PUBLIC AUTHORITIES
<ul style="list-style-type: none"> ▪ Administration lacks/requires public control and transparency – we do not know how and why certain decisions are made ▪ Public council abolished ▪ Limited attitude of: "how can I be of service dear customer?" ▪ Lack of dialogue with society – no idea as to how to engage citizens (they are not subjects they are center of policy) ▪ There is no structured dialogue with business – what can I do for you? But also what can you do for the town? ▪ There are no open competitions / recruitment processes for vacancies in public offices
MANAGEMENT OF PUBLIC ADMIN OFFICES SHOULD BE STREAMLINED
<ul style="list-style-type: none"> ▪ Low wages of clerks – temptation for bribery is huge ▪ Management (processes/structures) of public offices is not linked with vision, goal/objectives of development ▪ Some arguments but no plans to attract new investors to Bila Tserkva ▪ Performance of clerks is not measured and not linked with wages, there is no management by objectives ▪ We wait for reforms to happen – arguments for limited activities ▪ No specialized department/unit for monitoring donor activities and taking care of bankable projects ▪ Limited capacity to manage projects – even if donors come who and how will manage them? ▪ Single window for public services does not work
SOCIAL AND MUNICIPAL SERVICES ARE OF LOW QUALITY AND NOT ALWAYS EASY TO ACCESS
<ul style="list-style-type: none"> ▪ Quality of water and River Ros is questioned ▪ Poor quality health services plus you need to pay for medicines (officially health service is non-private) ▪ Street lights go down, no zebra crossings, high speed, dangerous driving, no bicycles paths ▪ Babushkas are not accepted on the buses – they are free of charge passengers by law – in fact they are forced to pay 2 UAH for transportation ▪ Trucks crossing the town – there is no ring road around the town ▪ Average age of building 50 years – very little new construction ▪ A lot of illegal garbage dumping sites ▪ No plans for equal distribution of services for citizens (at certain districts many shops, whereas others are empty)

LAW AND ORDER IS QUESTIONED
<ul style="list-style-type: none">▪ Police are passive – there are only 50 policemen on patrols – the whole force is some 600 policemen▪ There is no municipal police▪ People are afraid of going to police (relic of Soviet times)▪ If law is broken police do not act promptly▪ There are examples of illegal sales of alcohol in the vicinity of schools▪ Drug abuse is becoming a growing problem in Bila Tserkva

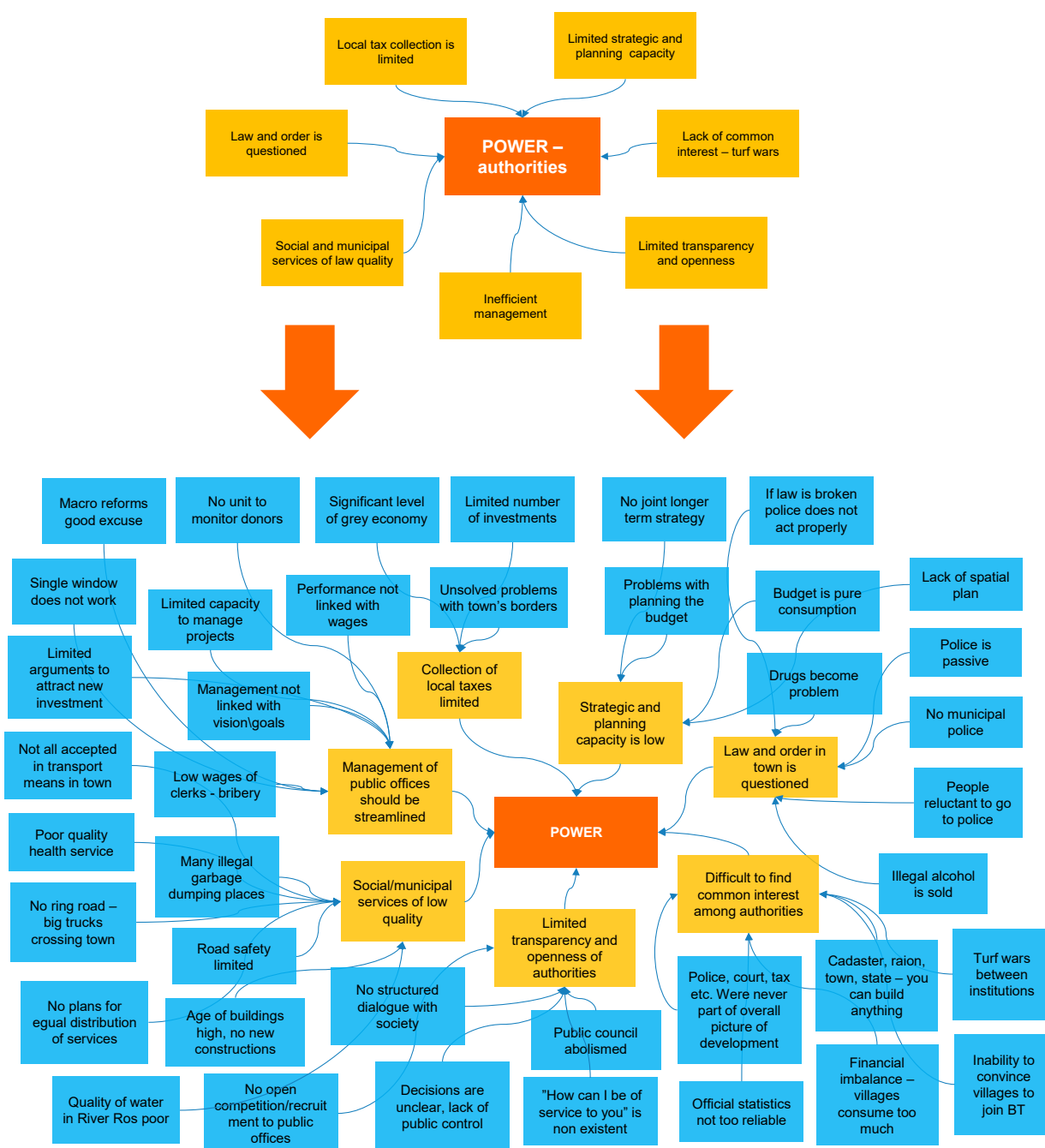


Figure 21: Maps of key problems – intensity and structure (power)



WHY

(portrait of Bila Tserkva): we want to change to...

There are many inter-relations between different problems across people, place and power categories. Some of them cause the others.

The key conclusion is that there are 4 areas with the most interlinkages: weak civil society; weak entrepreneurial system; inefficient public management and low quality of life. Figure captures all possible interlinkages between different problems (A relates to B).

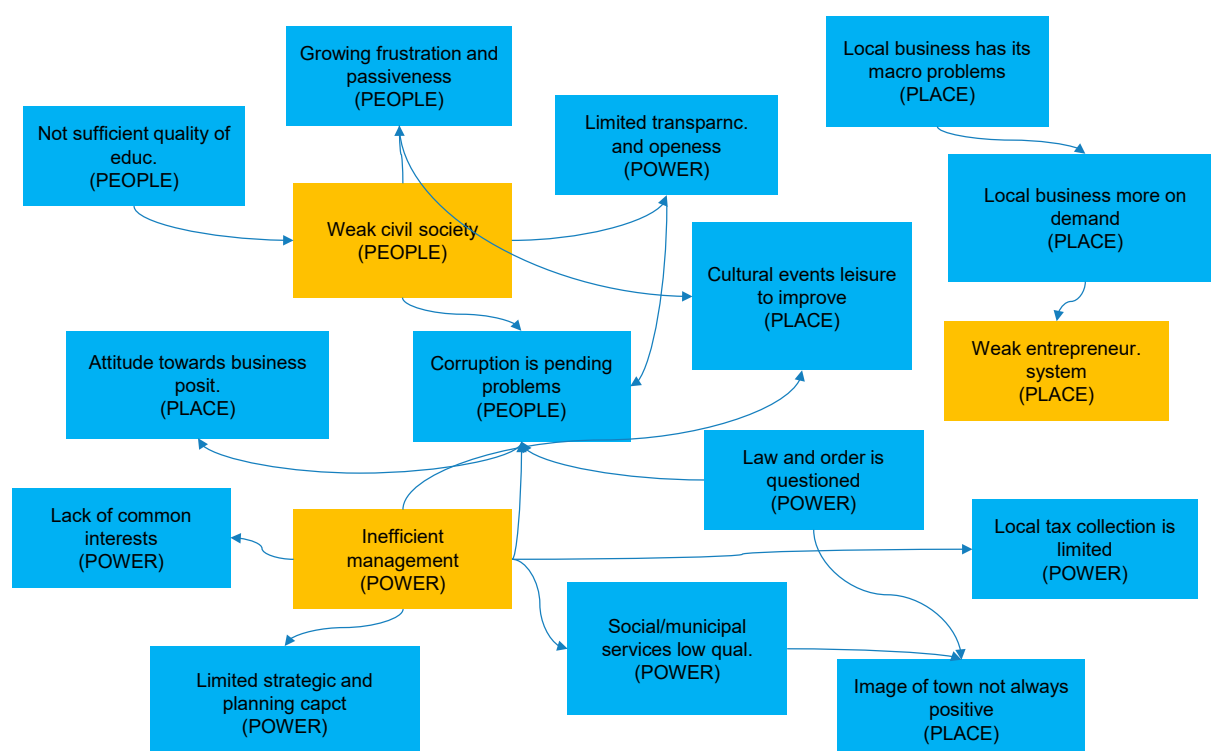


Figure 22: linking cause and effect – how do strengths, weaknesses, opportunities and threats relate?

HOW
(SMART IMPLEMENTATION):
WE WANT TO CHANGE BY

HOW

(smart implementation): we want to change by...

The chapter on HOW deals with key aspects of successful implementation of the BTDS 2025. Here we discuss the following:

- **vehicle of development for Bila Tserkva:** which will help the town to move from AS-IS (mission) to desired and aspired TO-BE (vision);
- **strategic directions for changes:** that we also call strategic goals;
- **implementation stages:** dividing the process of change into 3 phases;
- **governance system:** showing the structure of managing the implementation of the strategy with general responsibilities for each participating entities;
- **monitoring and evaluating:** showing how to measure progress and results achieved via BTDS 2025;
- **update of the strategy:** we should not forget that we deal with continuous strategic process: BTDS should be checked and adjusted to the changing environment and the achieved results
- **Operational program (OP) and list of priority projects (LPP):** our actions, activities, and projects need to be further described both in the OP and the LPP.

... using vehicle of development

Strategic statement, together with values, and direction for changes can be compared and related to key elements of the vehicle.

The vehicle signifies that all elements play their role and only put or assembled together, they can work within a single machine. Priorities we can compare to wheels; values (or building blocks) to carroserie (or body of the vehicle); goal/objectives are engine; indicators are dashboard; projects/directions for changes are fuel.

Mission shows the starting point, and vision signifies where we would like to go.



Elements of the vehicle



Equivalent of the strategic stance

Table 13: development vehicle and its key parts

All the key development elements are in place to assemble to vehicle. We need this vehicle to:

- Move faster in development;
- Reach synergies between different aspects of development;
- Do things in a more structured and logical way;
- Strengthen advantages and subside problems and disadvantages;
- Consider all important aspects of development;
- Reach sustainable and long term development;
- Be strong and ready for coming challenges of complex socio-economic situation of Ukraine;
- Be a model of development for other towns and regions in Ukraine and show that impossible is nothing.

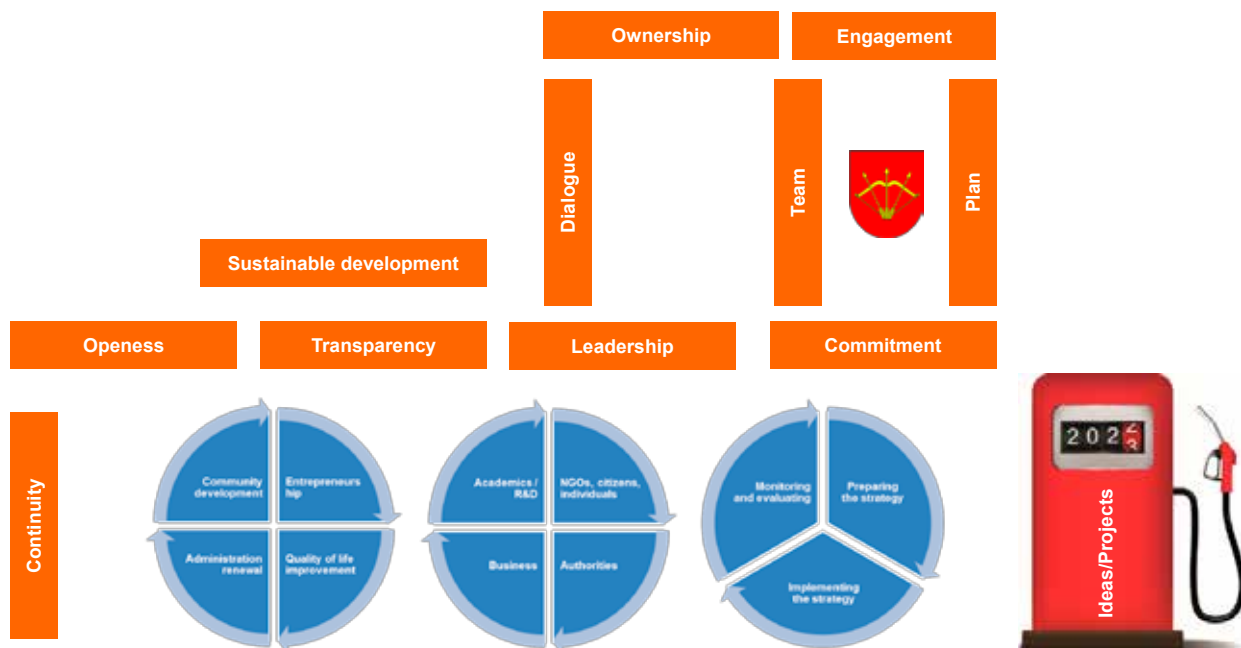


Figure 23: development vehicle with its key elements

HOW

(smart implementation): we want to change by...

...formulating strategic goals for changes (or strategic directions)

Priorities, strategic statement (mission, vision, goal, objectives) as well as overarching problems give a basis to formulate strategic goals (or investment priorities). General idea behind the improvement activities is to: a) strengthen advantages, b) subside or eliminate identified problems, c) fulfill priorities and strategic statement.

Based on the SWOT analysis, discussions with key stakeholders, surveys, focus groups, as well as expert judgment, we formulated the following 12 key strategic priorities. Each is marked with different color (as seen below).

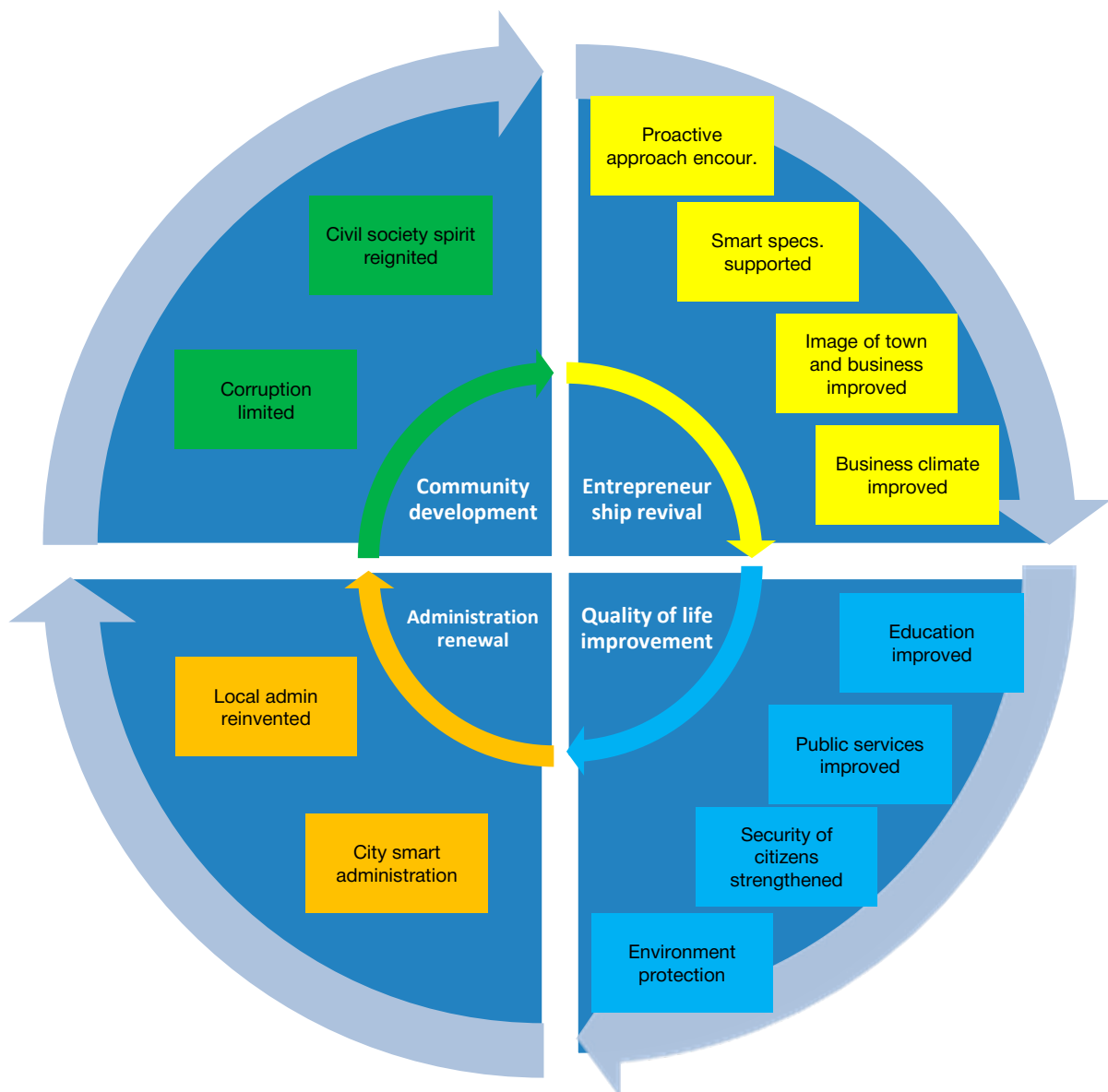


Figure 24: Wheel of priorities and corresponding strategic priorities

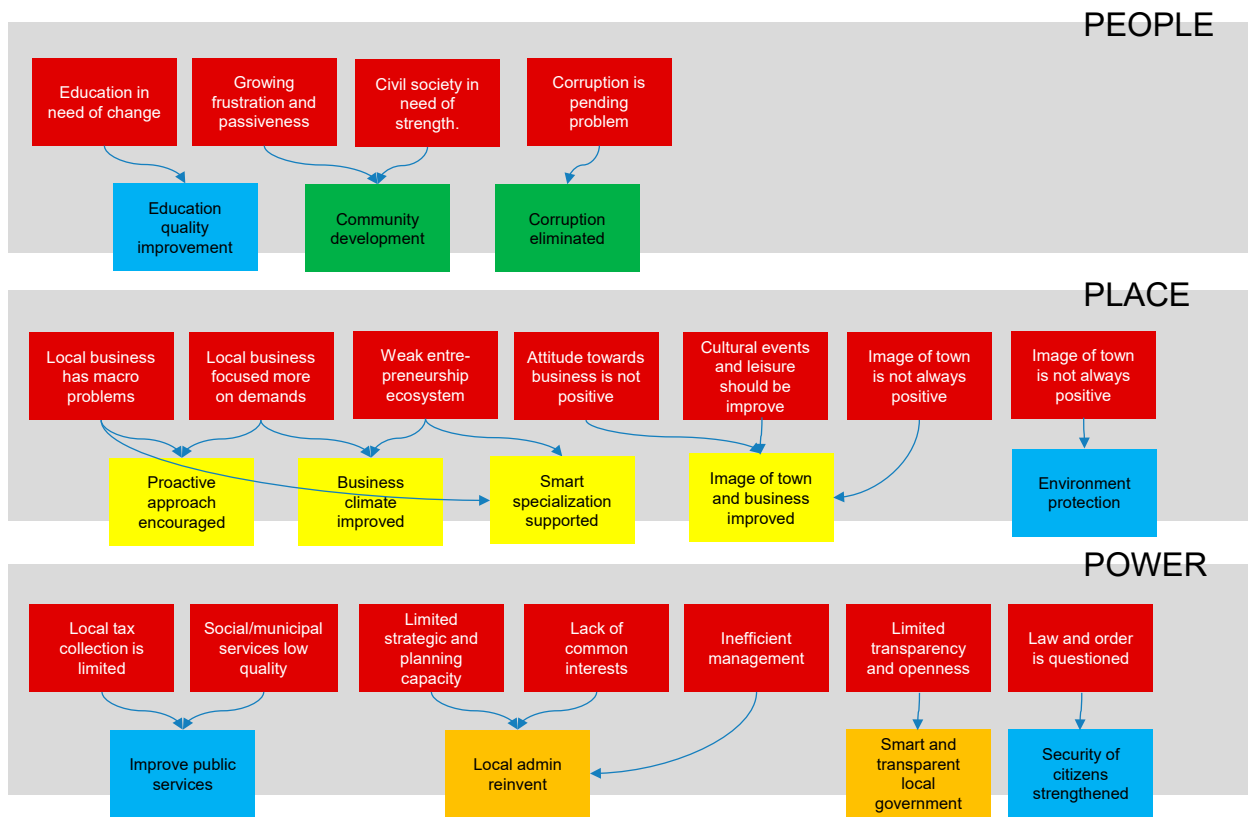


Figure 25: directions for changes (investment priorities) linked with key identified problems



HOW (smart implementation): we want to change by...

Table 14: Strategic priorities and basic rationale for selecting together with projected outcome for each project

Strategic goals	Strategic (investment) priorities	Rationale for choosing this direction for
COMMUNITY DEVELOPMENT	1. Strengthen role of community and citizens	The city is unable to grow without social capacity development. Energy of people is important to implement positive changes. Without their involvement the changes will never happen. People's exclusion from the processes of change in the city, as well as development policy, raises negative directives and evaluations of the socio-economic situation and becomes a reason for paternalism, passiveness, low civil activity, lack of NGOs. Citizen's active participation and cohesion is needed for overcoming weakness of the civil society institutions. The key direction for changes in the city is the establishing the strong city community, increase number
	2. Campaign for corruption elimination	Corruption is like a cancer distorting order, feeling of equality and security of people. It undermines the economy and social rules; It is important that authorities and business show practical commitment and good example, and citizens are not afraid to stand against corruption, not encouraging bribe-taking;



change/strategic project/investment priority	Projected outcome
<p>of efficient NGOs and provision of conditions for citizens and NGOs engagement to city's maintenance and influence on municipality;</p> <p>Engagement and commitment from NGO's/citizens side is one of the key critical success factors in an efficient and effective strategic process;</p> <p>Stronger civil society means a stronger and transparent government and wiser decisions.</p>	<p>Better committed citizens;</p> <p>Citizens engaged in strategy implementation;</p> <p>Citizens easily answer what they can do to town instead of what town can do for them</p>
<p>Good and encouraging examples from authorities (clear rules and living up to standards) will strengthen civil society – people will not be afraid to stand against corruption, and will guard against it.</p>	<p>Equal conditions for all and no unfairly treated individuals and business;</p> <p>Equal access to public services for all;</p> <p>Public money better spent</p>



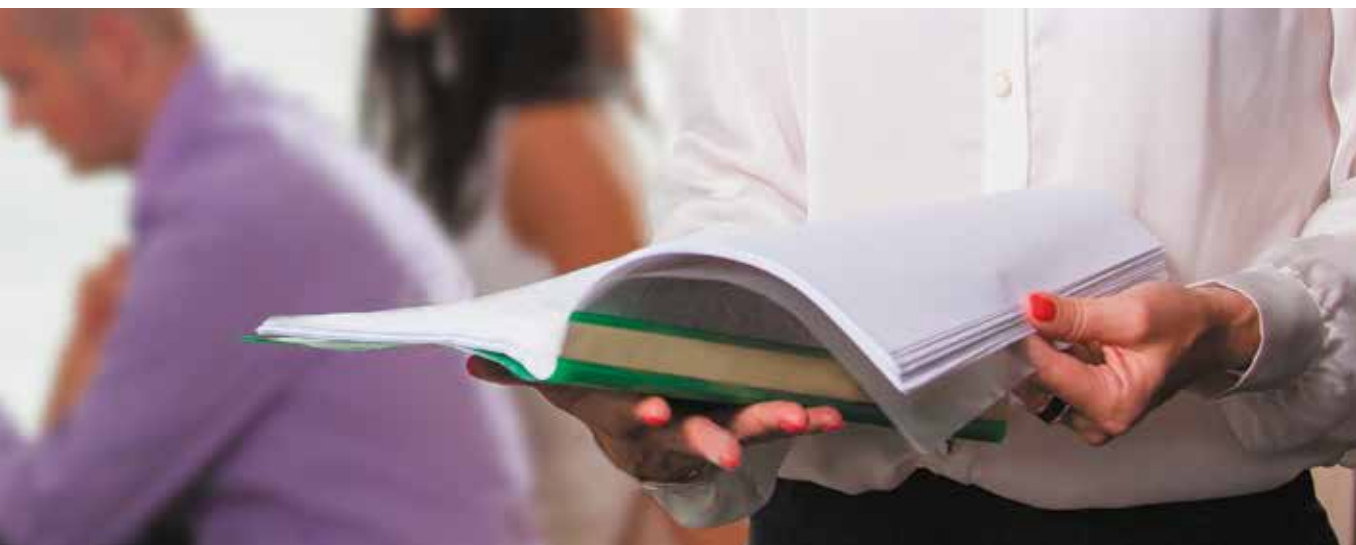
HOW (smart implementation): we want to change by...

Table 14: Strategic priorities and basic rationale for selecting together with projected outcome for each project

Strategic goals	Strategic (investment) priorities	Rationale for choosing this direction for
ENTREPRENEURSHIP	3. Proactive business approach encouraged	Proactive business approach means stronger local economy, more work places, and happier people; Authorities should actively engage in supporting local business;
	4. Business climate improved	In a dilemma "don't intervene – the market will decide" vs "we should make an order" it is important to hold the intermediate position and create conditions for maximum support to business of any size, place of origin, duration of projects, competitive strategy chosen etc. and follow only one key criteria – benefit to the city and the community. The ways in which the authorities should improve business climate are the transparency of local taxes and easy access to the register, as well as single window establishment for entrepreneurs and those, who desire to start its own business, designing the mentoring/consulting platform etc.
	5. Smart specialization supported	The new trend in the EU is to support competitiveness and innovation through smart specializations trying to focus only on selected few horizontal business ideas (wider than single sectors); Only those should be selected that potentially have the biggest positive impact on local economy and its competitive position is stronger in comparison with other towns and regions;
	6. Image of town and business improved	Improved image requires arguments; Positive arguments can only be found when real actions bring positive results and the sentiment of the people improves; It is of fundamental importance that there are positive signs of changes visible;



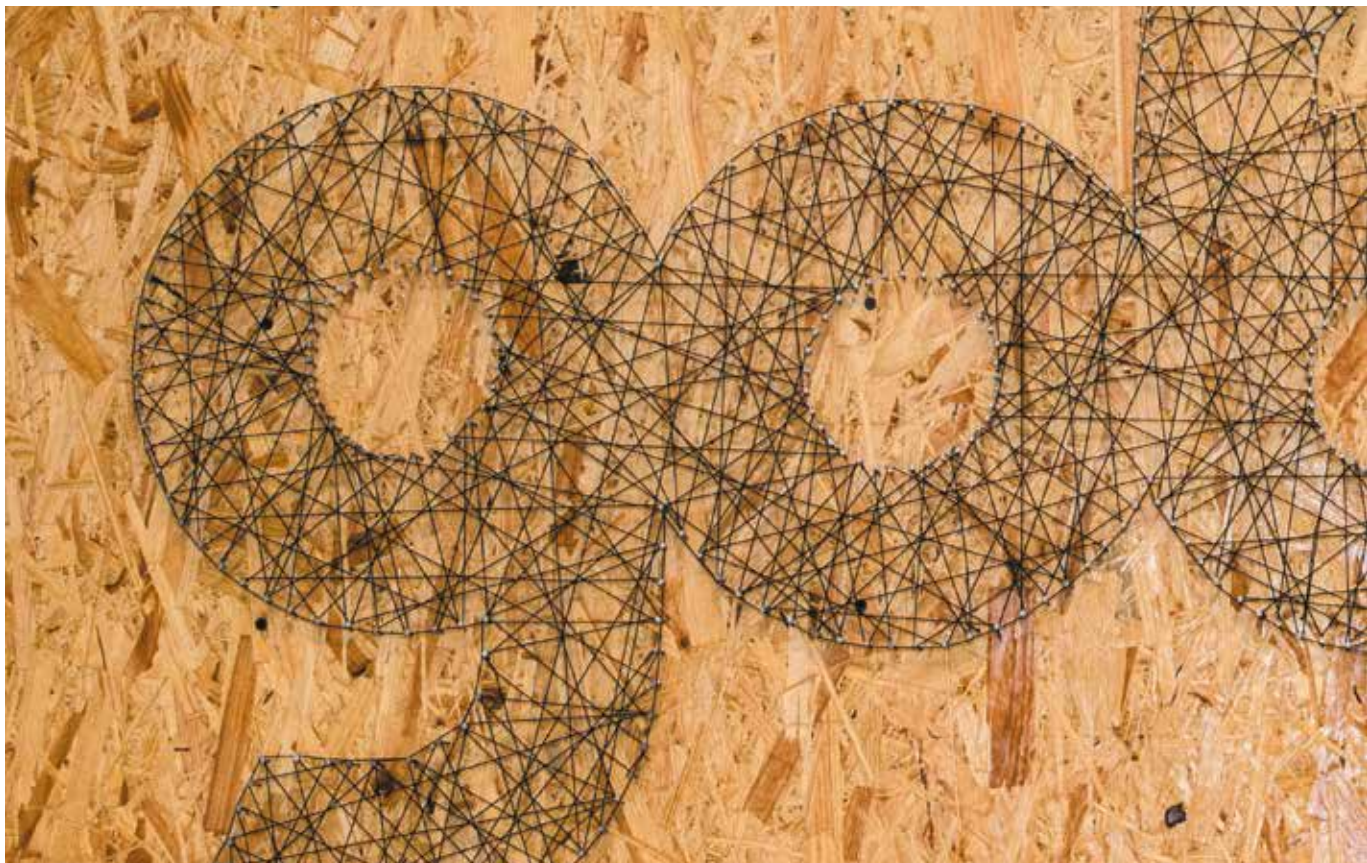
change/strategic project/investment priority	Projected outcome
<p>It is especially important to attract new investment and encourage new SMEs to enter the market;</p> <p>A proactive and innovative approach could show positive examples – despite the very difficult situation, success stories happen.</p>	
<p>It is important to establish business clusters/communities;</p> <p>Not only statements and declarations but actions are required;</p> <p>It is important to show that authorities support development of local business and support favorable business climate;</p> <p>Improved business climate means more and better business in Bila Tserkva, more workplaces, and higher local taxes collected;</p> <p>Improved business climate also means better productivity and a stronger competitive position of the local business.</p>	
<p>Focusing support and efforts on limited number of options should better influence development of local economy;</p> <p>Smart specialisations encourage dialogue between academia/R&D and business which in turn should strengthen innovativeness; more innovative business means stronger competitive position.</p>	
<p>Positive image means the place is more attractive both for people and business. They stay instead of leave. More tourists come to see special places, and more business is attracted due to favorable conditions;</p> <p>This has only a positive impact on economy and social life.</p>	
	<p>More investment attracted;</p> <p>More workplaces created;</p> <p>Stronger local economy;</p> <p>More local taxes collected;</p> <p>Business opens up to the world</p> <p>More tourists come;</p> <p>BC becomes the model of development for the whole Ukraine;</p> <p>More business is attracted;</p> <p>Better place to live for citizens</p>



HOW (smart implementation): we want to change by...

Table 14: Strategic priorities and basic rationale for selecting together with projected outcome for each project

Strategic goals	Strategic (investment) priorities	Rationale for choosing this direction for
SMART ADMINISTRATION	7.Public administration reinvented	<p>Reinvention, optimization and upgrade of management principles mean better decisions, better money spent, accelerated development and better image.</p> <p>Local government must be more efficient and effective to support socio-economic changes should be prepared to confront the challenges, capable for management and implementation of promising changes.</p>
	8. Transparent and smart administration	<p>Open and transparent management of the city, where all decisions are under public control, which contributes to a better understanding between the authorities and the community.</p> <p>There is a stronger public pressure on officials in order to enable them to work efficiently, effectively and feel the responsibility for their actions.</p> <p>Open for dialogue local administration is closer to the people, listen to the community and its specific groups and individuals.</p> <p>The idea to open local government strengthens the sense of ownership, responsibility and commitment.</p>



change/strategic project/investment priority	Projected outcome
<p>Reloaded government should become open and transparent, start dialogue and communication with the community.</p> <p>Raising the level of competence of officials.</p> <p>Introduction of evaluation of local officials.</p>	<p>Public money better spent;</p> <p>Increasing the credibility and effectiveness of local government</p> <p>Citizens are more satisfied</p>
<p>Smart administration based on the use of modern technology is an important element of urban development. Smart administration envisages the introduction of e-government, operational and effective delivery of public services to meet the needs of citizens; rational use of city resources through the introduction of the internet of things (indicators, measuring devices); improving the living standards of citizens; designing the model of multilateral decision-making in the city and transparency of government.</p>	<p>Clear and supported by the community decisions of local authorities</p> <p>Optimization of local cost</p> <p>Transparency and openness of government</p> <p>Adoption of more reasonable and operational decisions</p> <p>Reducing the cost of maintaining the city's infrastructure as well as qualified and quick response to requests from citizens</p>



HOW (smart implementation): we want to change by...

Table 14: Strategic priorities and basic rationale for selecting together with projected outcome for each project

Strategic goals	Strategic (investment) priorities	Rationale for choosing this direction for
QUALITY OF LIFE	9. Public services improved	Quality of public services delivered to citizens/business is the outcome of work of public administration;
	10. Improved quality of education	At the local level using local and limited financial instruments that do not change the system and the established rules of the game in general (for the task of the central government and the Ministry of Education), but able to show examples of the following: 1) the optimal organization of educational process; 2) model of interdisciplinary collaboration; 3) improve the conditions of the educational process; 4) interaction between government, civil society and business to improve the education level in the city. This will strengthen the role of civil society as an association of well-educated, knowledgeable, conscious and active people.
	11. Security of citizens improved	Security means development in a stable, safe, and predictable way; more security means trust and willingness to be active as citizen – we need this energy of people to change the reality; more
	12. Environment protection	The basis of sustainable development is efficient (renewable) consumption of natural resources, environmental safety and clean healthy environment in Bila Tserkva. Improving the quality of life is seen as welfare, environmental



change/strategic project/investment priority	Projected outcome
Low quality of public services means wasted public money, dissatisfied people, avoidance of paying taxes, wider grey economy.	Quality of municipal services improved; Better quality of life; Public money better spent
The educational complex presented educational institutions of varying degrees, ownership, training areas, etc., should create diversity and healthy competition, not only contribute to the development of the education sector, but also affect other sectors of the city, employment policy - preparation for work in a changing socio-economic situation and the labor market; create a system of retraining, lifelong learning; promote the development of creative and innovative environment in the city, the creation of innovative start-ups and projects; and generally promote the consolidation of active and responsible citizens who will work for the prosperity of the city.	Better educated citizens; Stronger civil society; Stronger economy Innovation potential improved
and better security means better business climate that will attract entrepreneurs	Improved quality of life
protection, safety and comfort in life (well-being) in accordance with international standards.	Security of Nature, environmental improvement; Increasing life expectancy; Improving health; Satisfaction of the citizens with environmental conditions.



HOW

(smart implementation): we want to change by...

... dividing implementation into stages

The idea behind the implementation plan is to sequence it into three key stages or phases: Phase 1 – setting the scene; Phase 2 – maturing; and Phase 3 – excelling.

It is important to divide this 7-year implementation period due to the fact that:

- Not all projects are to be implemented at the same time – we have limited resources;
- First will come easier and less complicated initiatives;
- Those that will implement the strategy are to learn project management skills – it is a hands-on exercise that requires time;
- It is a process to attract more people to the idea of the strategy – the more communities, individuals, institutions involved in the implementation, the better.

The figures below show our approach to the phases and general management of the implementation. Details of this approach are to be further developed under the OP and the LPP.

... applying efficient governance system

As stated clearly before the BTDS 2025 is for the people, by the people and with the people.

In practical term it means that citizens were engaged in the process of formulating the BTDS. They will also be involved in even more important process of implementing the strategy. Without a wide participation, commitment, ownership, and involvement of communities, NGO's, individuals, activists, BTDS will not be successful. Yet, wise planning requires smart division of responsibilities, right mix of people, different skills, and efficient structure of managing the change.



Figure 27: Suggested structure of governance structure for successful implementation of the BTDS 2025

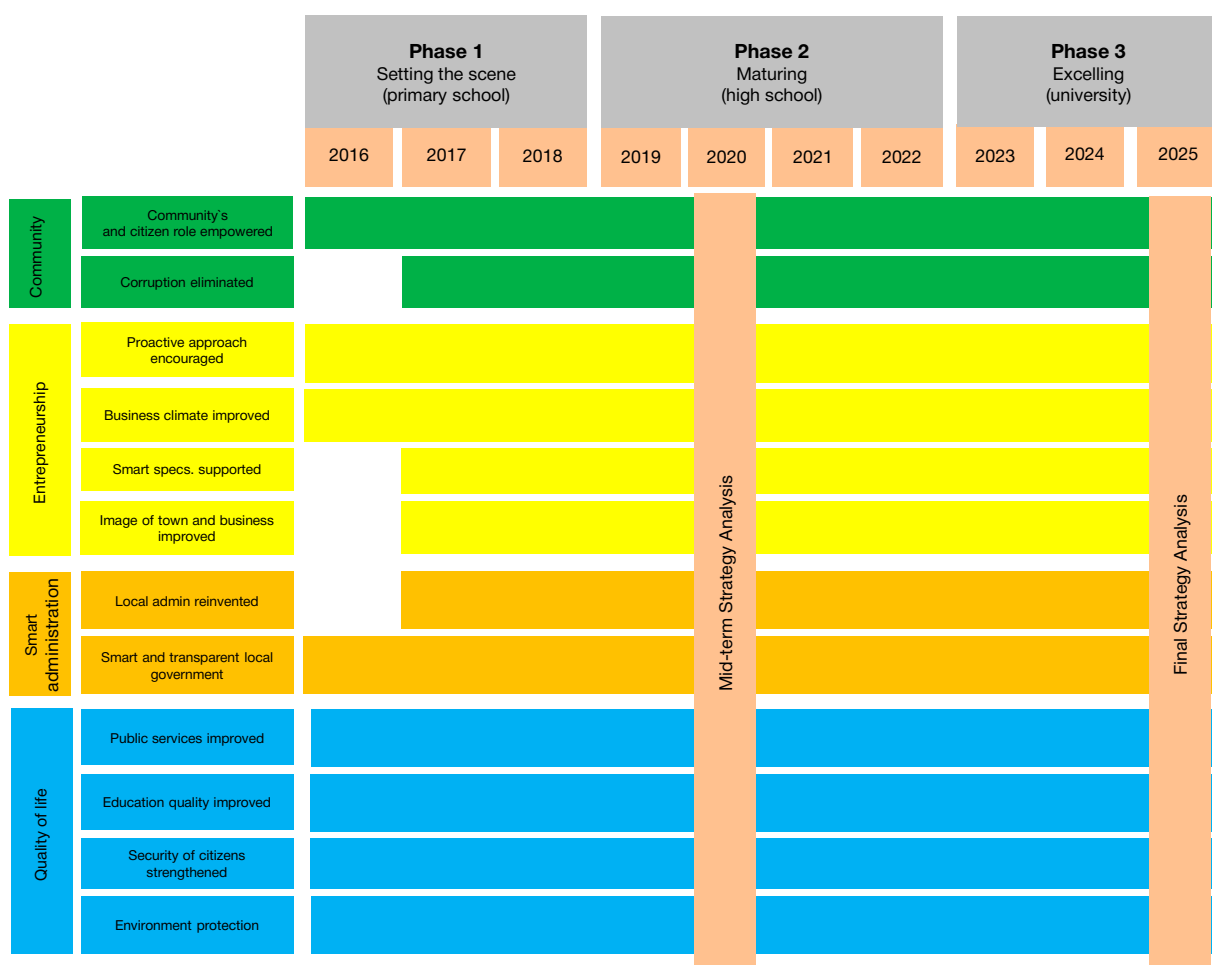


Figure 26: implementation plan divided into phases

HOW (smart implementation): we want to change by...

Each of the suggested above elements of the governance structure should play different role. They are described in short in the below table:

Table 15: different roles to play in the BTDS 2025 implementation

Element of the governance structure	Short description
Steering committee	Steering committee (SC): is composed of selected authorities together with representatives of civil society, business community, and academia (in line with our quadruple helix wheel). SC is not only taking key process-related decisions but is also actively involved in the process, providing strategic guidance and monitoring. SC may be referred as a collective leadership. It has to inspire, show positive example, commitment and ownership.
Strategic manager	A high level person in the hierarchy, directly responsible for the success of the strategy. His key role is to show leadership and commitment. He/she should have direct influence on administration that will implement the strategy. He is the face of the implementation process.
Operational manager	He/she is second in charge and in rank. His/her key responsibility is a day-to-day management of the strategy implementation.
Coordination group	A task force group of individuals from different organizational units of the agency responsible for strategic process. Their main task is to support Operational manager in his/her job.
Working teams (WTs)	They are composed of representatives of key agencies and stakeholders involved in the process. Their main tasks include development of specific solutions, plans, proposals, analyses, etc. Working Team rules of engagement should be written down, with such elements as: defining the person responsible for leading the team, work schedule, expectations towards the team, description of specific results expected from the team, composition of the team conducive to the attainment of expected results, the way to report work progress. WTs are to be responsible for implementing specific strategic priorities together with initiative(s).
Other stakeholders	The implementation process should be open and transparent to all possible stakeholders. As a rule whoever wants to join the process when it is on, he/she can. Strategic manager decides upon it. Their key role is to consult and provide feedback on the process.
Media	Local media including TV, press, social media should be engaged in the process to: inform, provide feedback, reach as many citizens as possible, etc.
External experts - support	Their main role is to support the process by analytical and advisory services whenever they can provide added value. They do not lead the process, instead they consult, analyze, provide advice.

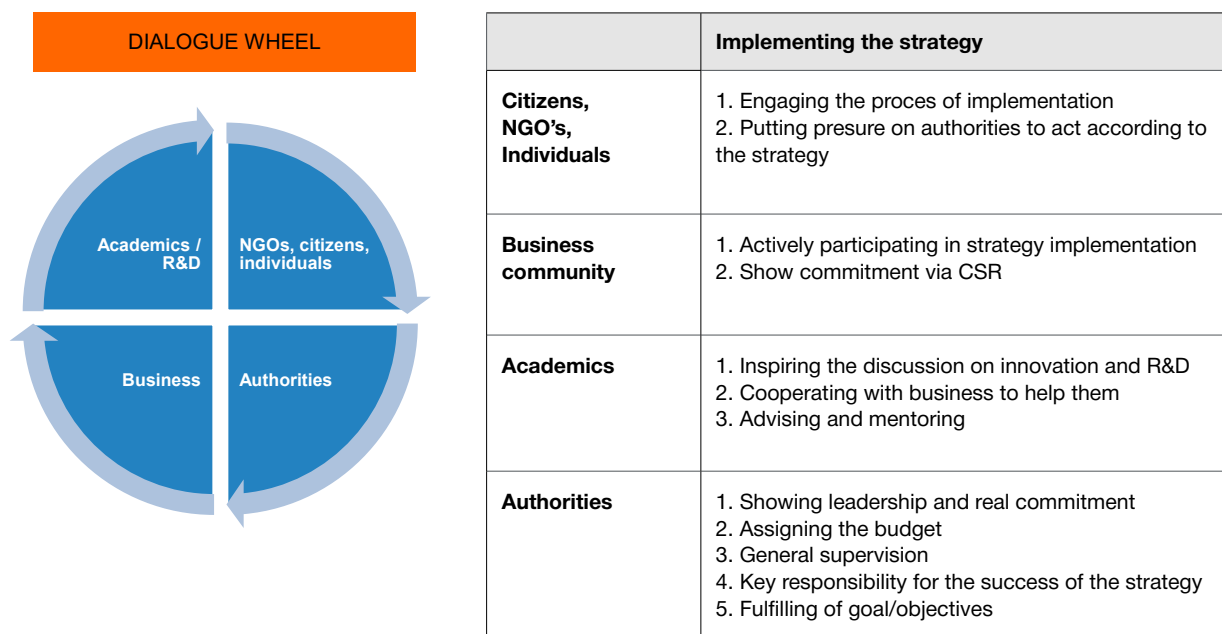


Figure 28: Division of key tasks within quadruple helix wheel



HOW (smart implementation): we want to change by...

... using monitoring and evaluation system (M&E)

Monitoring and evaluation is important element of the strategic cycle wheel. M&E are the eyes and ears of the stakeholders. BTDS 2025 is not supposed to be 'static' document. It ought to respond to the developments in external and internal environment. M&E helps to distinguish if what we do brings the desired results. It is also crucial in deciding if the BTDS 2025 requires updates or not. Monitoring is different from evaluation, although both are strongly intertwined. While monitoring concentrates on measuring whether targets are achieved and processes are developing as they were planned, evaluation explains why given results have been achieved and whether they are satisfactory – in other words, whether they could have been implemented better.

Neither evaluation, nor monitoring serve the goal of punishing assessed actors. Both processes aim at producing information that is necessary for evidence-based policy-making, which is not possible without accurate and timely information. BTDS 2025 acknowledges that failures and shortcomings do happen and that not everything can be achieved according to prior plans. Thanks to monitoring and evaluation, lessons are drawn and improved actions can be applied. The table below shows the key difference and main purposes to use both monitoring and evaluation:

Table 15: key characteristics of monitoring and evaluation

Monitoring	Evaluation
<ul style="list-style-type: none"> > a tool to regularly measure progress of strategy implementation (e.g. achieved milestones, amount of invested resources, number of engaged partners, etc.); > when divergence between initial plans and factual realization takes place, the monitoring system informs the decision-makers about going off the course and incentives them to adapt plans to reality, while trying to pursue the main goal. 	<ul style="list-style-type: none"> > Evaluation explains why given results have been achieved and whether they are satisfactory – in other words, whether they could have been implemented better, more efficiently, etc.; > Evaluation asks questions about causes and circumstances of the achieved results (why? how?) and provides rich explanation that help understand the whole process and the source of policy outcomes.

Both M&E require dedicated team of people as well as good and reliable information. Monitoring is done on a daily basis, whereas evaluation is done periodically. The summary of both monitoring and evaluation is shown in the figures below:

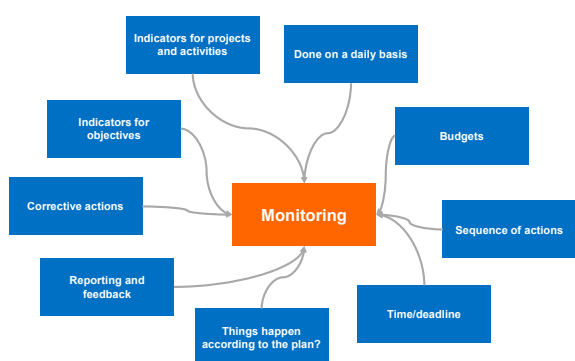


Figure 29: Summary of monitoring

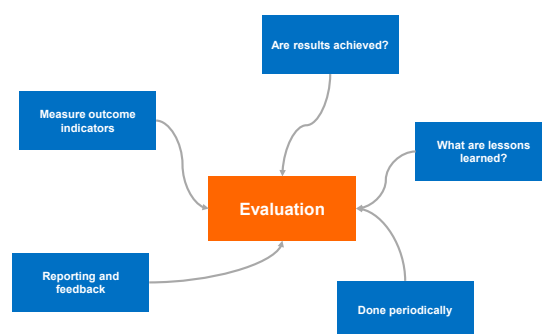


Figure 30: Summary of evaluation

As to reporting, we propose the following scheme: monthly progress reports; quarterly reports, annual reports and evaluation reports. We inform, analyse, draw lessons, improve, and seek feedback. The list below shows types of reports used and their basic description and characteristics:

- **Monthly Reports:** information and analyses would focus on the execution of implementation plan, identification and presentation of risks anticipated in the implementation process, emerging problems and specific conclusions and suggestions for changes. Apart from ex post analysis looking at past events, the report would also include ex ante analysis, anticipating, to a certain extent, future events, signaling important aspects which should be taking place, according to the plan, or potential risks and risk mitigation methods. Suggestions to improve are also given. The audience is decision-makers.
- **Quarterly Reports:** information and analyses would primarily cover the summary of the last quarter on the basis of monthly reports, as well as assessment of the next quarter from the viewpoint of key events, risks, information concerning selected indicators if the data is available, conclusions and recommendations for the Steering Committee, Strategic/operational manager, and working teams. Quarterly reports could also serve as a useful, formal platform for information and knowledge sharing between implementators and the rest of stakeholders. Suggestions to improve are also given. Quarterly reports should also help with decisions whether to update the BTDS 2025 or not. Feedback from stakeholders is expected.
- **Annual Reports (AR):** are to be overall summary of yearly activities with key achievements. If any positive impact is visible it should be recorded and shown in the AR. The forecast of the next year's activities, actions, and plans are to be also described. AR could also cover the issues associated with the funds disbursed in connection with Strategy implement.: how much has been spent, which funds and from which sources, are there unsatisfied financial needs, what measures were taken to address those needs, financial plans for the next year of implementation. Suggestions to improve are also given. AR should also help with decisions whether to update the BTDS 2025 or not. It should be publicly available to all interested stakeholders. Feedback is expected.
- **Evaluation Reports:** we propose there will be 2 independent evaluation studies during the period of implementing the strategy. First – midterm report is to be done in 2019 summarising first 4 years of the BTDS implementation. The second one is to be prepared in 2025 that should cover the whole period of our implementation.





HOW (smart implementation): we want to change by...

... updating the strategy and dialogue with the society

Update of the strategy and constant dialogue with stakeholders are important elements in the successful implementation of the BTDS 2025. Update of the strategy is important to follow the changes both in environment and in the implementation progress. We want our strategy to be responsive.

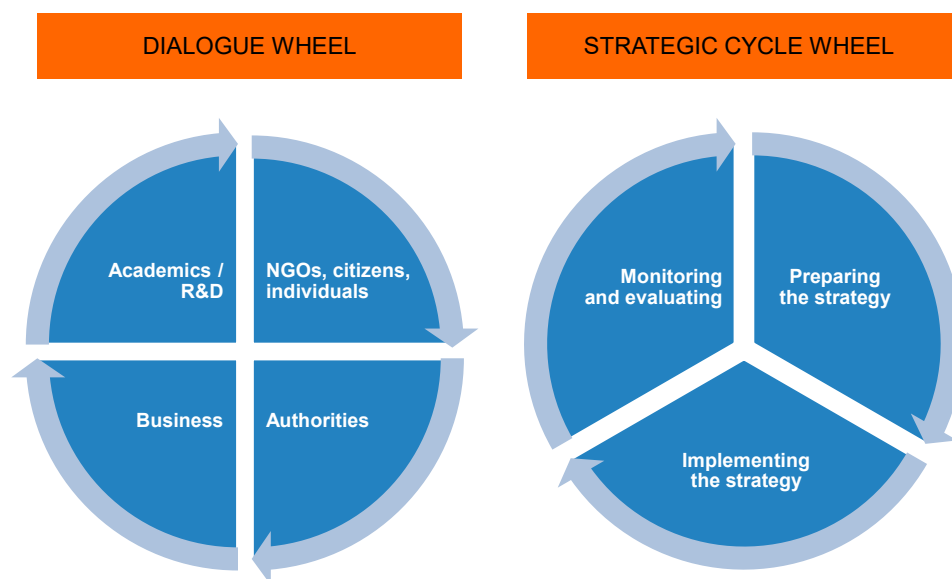


Figure 31: Update and dialogue comes from 2 wheels

Dialogue shows openness, transparency. It gives the feeling of ownership, commitment, and engagement especially when active feedback is sought. A special plan for dialogue is to be formulated in the Operational program.

The key purpose of the communication plan is to design activities related to a broad involvement of selected stakeholders in all the stages of the strategic process. Consultations are an integral part of the communication plan. A well-formulated communication plan encompasses all the stages of the strategic process.

A plan should be composed of specific activities and a schedule of those activities, resources available for implementation (people, budget), division of roles and responsibilities, the objective of the activity, target audience, the way in which the activity can be implemented (most effective tools).

There should be people responsible for the operational side of the dialogue. The implementation of the BTDS 2025 is to be open and transparent process with active involvement of the Steering Committee and Managers of the process. One of the elements to be used in both update and dialogue are to be M&E reports.

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

STRATEGIC GOAL 1: STRENGTHENING OF THE COMMUNITY'S ROLE IN THE DEVELOPMENT OF THE TOWN

Strategic priority 1: Community's and citizens' role empowered

The priority is aimed at the development of the infrastructure in order to form and consolidate the local community, develop civil society, and promote social innovations and integration. The local communities and civil society are playing the lead as one of the key components of effective social and economic changes in the modern world.

There are active people in Bila Tserkva who are eager to be involved in the development of the town and the local community is being formed in course of the local self-government reform. However, most of people are rather passive and discontent today, they have lost hope and have no experience in public activities. For this reason, the strategic priority is aimed at helping the community and citizens to become more organized and get effective tools for the implementation of changes in their town. The priority is aimed at the use of the BTDS 2025 for the elaboration and implementation of measures with active participation of Bila Tserkva residents and non-governmental organizations.

STRATEGIC STATEMENT:

The strategic priority to strengthen the community's role is directly related to the vision of the town until 2025 according to which Bila Tserkva will become a town attractive for living and a center of powerful self-government and smart citizens. The town is open and friendly to citizens' and entrepreneurs' creative initiatives, it supports new ideas and innovations, and civil society will become a stronger, independent and active participant and driving force for changes in the town.

The key problems which this strategic priority could resolve:

- expectation of positive changes, disappointment and distrust among citizens;
- passivity and the lack of interest in public activities;
- citizens' distrust to non-governmental organizations and business initiatives;
- the lack of independent media;
- weak public sector and the start of forming the local community.

Operational objectives within the strategic priority

1. Establishment of the civil society infrastructure.
2. Promote social innovation and society inclusion.

PROPOSED ACTIVITIES:

Engage citizens to implement the strategy, encourage people to act and make decisions, strengthen independent local press, contribute to the development of culture and cultural projects, support for the introduction of social innovations, find activities for retirees and unemployed people (social integration), promotion of sports among young people, open some of public services for non-governmental organizations (NGO) via public auctions, open access to municipal data (open data), create a municipal center for public projects, provide access to the Internet in public places.



INDICATORS:

Innovative ideas are made public, encouraged and introduced (at least ten ideas per annum).

Citizens' satisfaction level is estimated every two years.

At least ten new innovative social projects aimed at the strengthening of civil society are elaborated every year.

Various NGOs hold joint events/activities (at least ten per annum).

Operational objective 1.1: Establishment of the civil society infrastructure

Aim: Support for and strengthening of civil society in Bila Tserkva – people who are ready, willing and able to cooperate, consolidate around joint initiatives, and can influence changes in the town using the best experience of the Maidan and volunteer movement in Ukraine. Creation of a powerful local community.

The project is aimed at the following activities:

- Development and introduction of a general civil society support system in Bila Tserkva in line with transparent rules (a memorandum between the authorities, society, and businesses);
- Elaboration and introduction of a joint responsibility system with NGOs where they provide a part of public sector services;
- Development and implementation of a participatory budget idea according to which 5% of Bila Tserkva's annual budget would be spent on citizens' priorities;
- Development and introduction of methods to involve citizens in the implementation of the BTDS 2025 (the strategy becomes an instrument of public activities);
- Adoption of Bila Tserkva community's statute;
- Allocation of an area for the creation of environment, selection, promotion, and implementation of creative ideas (up to ten per annum);
- Creation of a platform for local experts to exchange experience and information and hold trainings on municipal problems (online) – the town's personnel reserve;
- Citizens' involvement with the process of monitoring and approval of the state administration's decisions;
- Organization of open debates on the key decisions approved by the government agencies;
- Encouraging people, including schoolchildren and university students, for active participation in the town's social and economic life;
- Determination and forming a list of active individuals and establishments that are willing, ready, and able to participate in the town's social and economic life;
- Encouraging creation of new non-governmental organizations, their activities, and efforts;
- Strengthening of independent media and press;
- Management and coordination of projects.

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

Operational objective 1.2 Promote social innovations and society inclusion

Aim: support for and strengthening of civil society in Bila Tserkva – people who are ready, willing and able to cooperate, consolidate around joint initiatives, and can influence changes in the town using the best experience of the Maidan and volunteer movement in Ukraine. The establishment and development of the local community should be based on social innovations (new solutions for social problems) and social integration (poverty elimination policy and improvement of living standards for people through the participation in the community's activities).

The key activities envisaged by the project:

- Elaboration and implementation of a local program for social integration;
- Development and introduction of an ecosystem in which social innovation ideas could emerge and be implemented (creation of a hub of municipal (public) projects, startups, social innovations for the implementation of socially important and community-minded projects for the town (at least five per annum);
- Elaboration of programs for retirees and people with special needs (for their active involvement in the town's life);
- Creation of municipal innovation platforms with the aim of involving citizens in the implementation of specific projects and elaboration of municipal programs and projects;
- Support for sports events.

Strategic priority 2: Elimination of corruption

Corruption negatively influences society. The key measures envisaged by this project include the elaboration and implementation of a comprehensive program for fight against corruption which envisages the establishment of an anti-corruption office in Bila Tserkva and creation of a public anti-corruption council, development of an action plan for the anti-corruption officer, and other measures coordinated with more general anti-corruption activities in Ukraine.

This project will succeed if independence is guaranteed to the anti-corruption officer and his/her office and if people's awareness changes. It should be noticed that this strategic priority will be implemented simultaneously with the realization of other priorities of the Strategy.

The key problems which this strategic priority could resolve:

- People's common opinion: corruption is strong, it exists everywhere and insufficient efforts are applied to eliminate it;
- It is hard for people to determine what is corruption and what is not, they have no understanding of what a conflict of interests is, what is acceptable and what is not, etc.;
- Businesses and public service are mutually dependent;
- Growing disappointment and passivity among people;
- The lack of public control over the government's and officials' actions;
- Weak public service management;
- Doubtful observation of law and order in the town;

- Limited openness and transparency of government agencies;
- Behind-the-scenes wars between public officials – the lack of a united development team in Bila Tserkva;
- The lack of open and reliable data (official statistics) due to which planning based on official figures can become a difficult task;
- The lack of city boundaries map – different landowners have different interests;
- Oppressive tax service;
- The shadow economy is estimated at 50%, companies are evading taxes;
- People do not trust business initiatives – they think that the latter contain hidden interests, unfair or hidden goals.

The key development directions (main projects) within the strategic priority 2

Introduce anti-corruption officer and his office established.

Introduce clean hands program.

PROPOSED MAIN ACTIVITIES:

Determine the conflict of interests, introduce the standards and code of behavior, promote the clean hands initiative, implement a corruption impatience program, protect people who refuse to tolerate corrupt actions, set up the position of anti-corruption envoy, become open to western standards, implement the government's transparent decisions.

INDICATORS:

Citizens' satisfaction level is estimated every two years;

All decisions on public funds/tenders are transparent and open for public in electronic format and on the town's website;

The anti-corruption officer and anti-corruption office work starting from 2016.

Stage 1: Elect the first anti-corruption officer (2016).

Stage 2: Elaborate an anti-corruption action plan for the first year of work (2016).

Stage 3: Launch at least five anti-corruption projects starting from 2017.

Stage 4: The anti-corruption officer makes the first report on the results of fight against corruption over the previous year (at the end of 2017).



STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

Operational goal 2.1.: Introduce anti-corruption officer and his office established

Aim: Create the position and office of anti-corruption envoy and an anti-corruption public council in Bila Tserkva. The key task of this person and his/her office will be elaboration and implementation of clean hands program. This project will succeed if independence is guaranteed to this person and his/her office.

The key activities envisaged by the project:

- Establishment of the anti-corruption envoy's office in Bila Tserkva;
- Determination of his/her role and duties;
- Creation of the anti-corruption public council;
- Introduction of an independent anti-corruption control and monitoring system in the town based on an electronic anti-corruption platform (for data generation and analysis);
- Selection of the right team of people who would support the anti-corruption officer;
- Elaboration of an action plan for the anti-corruption officer;
- Coordination of actions with other anti-corruption activities in Ukraine.

General product of the project (in the context of the parties concerned):

The general products of the project are the following: a) selection of the right person via an open competition and establishment of the anti-corruption office; b) launch of the action plan, programs and initiatives aimed at as effective fight against corruption as possible.

Operational goal 2.2: Introduce clean hands program

Aim: elaborate and introduce a comprehensive program for fight against corruption in Bila Tserkva. The project is closely related to the initiative to create the position of anti-corruption officer (and his/her office) and anti-corruption council.



The key activities envisaged by the project:

- Establishment of the anti-corruption office in Bila Tserkva;
- Determination of anti-corruption officer's role and duties;
- Creation of the anti-corruption public council that would closely interact with the anti-corruption officer;
- Elaboration of an action plan for the anti-corruption officer;
- Introduction of an independent anti-corruption control and monitoring system in the town based on an electronic anti-corruption platform (for data generation and analysis);
- Coordination of actions with other anti-corruption activities in Ukraine.

STRATEGIC GOAL 2: PROMOTION OF ENTREPRENEURSHIP ACTIVITY

Strategic priority 3: Proactive approach encouraged

The strategic priority is aimed at the establishment of a new kind of entrepreneurship in the town, creation of institutions that would support businesses as well as business incubators for students and an industrial park. The first part of the investment priority is focused on Bila Tserkva's preparations for the creation of a friendly environment for potential investment. It includes the creation and organization of work of business support institutions. The second part will consist of drawing new investment in line with the agreed upon strategic security and sustainable development criteria, development of new strategies along with elimination of the shadow economy in favor of the existing companies.

STRATEGIC STATEMENT:

The support for proactive approach to business is directly related to our desire to see Bila Tserkva a modern town with modern industry that is open and attractive for both international investors and local entrepreneurs. We want to be a unique Ukrainian town, a business leader of Kyiv region where citizens can implement their ideas via having a shot at business and getting support and assistance from foreign and domestic sources.

The key problems which this strategic priority could resolve:

- Low profitability of companies (lower than 10%);
- Many businessmen are delaying decision to invest; there are signs of the fact that more companies close down rather than open; the number of new investment is limited – all these facts show that the level of entrepreneurship is lower than it was expected;
- People move to Kyiv to get a job – they pay taxes in other place;
- Small and medium-sized businesses do not feel support and protection, they rather feel themselves adrift;
- Proximity to Kyiv is not used in full;
- There are no business support institutions in the town: incubators, technology parks, advisory and consultative centers, business clubs, etc.;
- Most companies think that as long as the situation is unstable they should not invest or hire new employees;
- Some of foreign markets have close for Ukraine – we should look for new directions and sales markets;
- The accession to the EU requires new standards, complicated procedures, and investment;
- Problems with VAT refund;
- Businesses are focused on demand rather than needs – poor management;
- Limited number of investment – some of them are being deterred;
- High level of economy shadowing;
- Unsettled issue of the town boundaries: many companies pay local taxes to the district despite the fact that they use the municipal infrastructure.

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

The key operational objectives within the strategic priority 3:

- 3.1. Create and activate business support institutions.
- 3.2. Attract new investments.

The key activities envisaged by the project:

Determine businesses' needs (not demands), encourage the business community to hold a dialogue, promote energy efficiency, support small and medium-sized businesses, draw new investment, promote new business ideas, support corporate social responsibility, support the creation of business clusters and joint strategies in order to enter new markets.

Stage 1: Develop a general strategy of implementation and interaction between Investment Priority projects (2016)

Stage 2: Set up efficient business incubators in cooperation with one of universities (2016-2017)

Stage 3: Elaborate a program of the increase of taxes (2016-2017)

Stage 4: Development and launch of an advisory/consultative program (2017)

Stage 5: Create an efficient industrial technology park (2018-2019)

INDICATORS:

More companies open rather than close down;

Growth of local taxes collection by at least 75% by 2025;

The share of own revenues in the municipal budget should be at least 40% in 2020;

An average growth rate of GRP per capita in 2016-2020 should be twice as high as GRP growth rate per capita in Kyiv region and not lower than 3% per annum;

Equalization with Kyiv region in terms of the average wage by 2020;

Up to \$250 million (more than UAH 5 billion) should be raised;

Opening of at least one industrial park;

Opening of at least one business incubator;

Creation of around 7,000 new jobs during the next five years;

The local authorities should create a specialized office to support businesses: competitiveness, export, strategies, etc.;

Development of a mentoring system for general directors;

Growth of local taxes collection by at least 75% by 2025;

Opening of at least one business incubator operating in line with the key performance indicators (KPI);

The number of commuters (including young people) should be halved by 2025;

Approval and implementation of an entrepreneurship support program.



Operational goal 3.1: Create and activate business support institutions

Aim: create an effective and functional business support ecosystem which could help the existing businesses as well as startup companies to grow faster and make valuable social and economic contributions to the local economy. Reasonable support for those who are ready and able to grow faster (in terms of income and employment) is of major importance for the town development and wellbeing of its residents. The key activities include the establishment of business incubator(s), an industrial park and a number of mentoring and consultative programs for general directors and top managers of local companies. It should be noted that this project includes three key aspects: elaboration of effective strategies and plans for the establishment of business support institutions, construction of necessary infrastructure for the industrial technology park and incubator, effective management of these establishments in order to make them self-sufficient.

General description of the project activities:

1. Creation of an industrial park: the key task is not only to establish an industrial park, but also to make sure that it brings benefit to its resident companies and the town's economy. **An industrial park** (also known as **an industrial area**) is not just a territory divided into areas aimed at industrial development.

The idea of moving industrial parks outside cities contains the following commitments:

- concentrate specific infrastructure within a limited territory in order to cut down on expenditures on its maintenance. Such infrastructure includes motor roads, railway entry lines, ports, reliable power supply (including three-phase electric power), expensive communication cables, large water reservoirs and gas pipelines;
- attract new business by offering integrated infrastructure in one place;
- secure industrial parks' right to profit;
- move industrial enterprises away from residential areas and take measures to minimize their negative impact on ecology and social spheres;
- ensure local environmental monitoring which is a specific need of an industrial area.

2. Creation of an incubator for municipal projects and startups. **The incubator** is aimed at speeding up enterprises' successful development using a range of resources for the support of businesses and services which may include physical space, capital, coaching, general services, and communication networks. They are aimed at helping to set up and develop new businesses via providing them with necessary support as well as financial and technical services. Incubators provide startup owners with a variety of benefits. For example, incubation of projects envisages a mentoring system based on support by experienced experts (mentors, consultants) who act as advisors and consultants to project managers. They often come from abroad and share their experience and business contacts.

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

The key activities envisaged by the project:

- Elaboration of a development strategy for business support institutions including research of various mechanisms to provide companies with financial aid (funds, grants, guarantees, venture capital, credits/loans, etc.);
- Creation of a business incubator on the basis of one of universities in Bila Tserkva;
- Construction and commissioning of an industrial park for drawing new investment;
- Hire qualified employees to provide small and medium-sized businesses with support during the project implementation;
- Elaboration of mentoring programs and search for experts in various spheres;
- Make the state administration to work for businesses' needs;
- Promote business spirit among various groups of citizens.

Operational goal 3.2.: Attract new investments

Aim: develop and introduce a comprehensive strategy for attracting new investors to Bila Tserkva. These should be new companies which never worked in Bila Tserkva as well as local enterprises which are planning to invest in their expansion. The project is closely related to the establishment of business support institutions and the development, innovation and easy business strategy RIS3.

General description of the project activities:

- Development of a strategy of attracting new investors in the town, including the companies which are already located in Bila Tserkva;
- An open dialogue with businesses – determination of companies' needs;
- Implementation of a program encouraging businesses to come out of the shadow economy;
- Creation of branch clusters – encouraging for joint investment;



- Elaboration of mentoring programs on potential investment and on the municipal administration's assistance for Bila Tserkva companies;
- Creation of an English speaking bloc at the municipal administration that could work with investors and help businesses to develop;
- Organization of joint events with the aim of supporting Bila Tserkva enterprises outside the region and abroad;
- Creation of a specialized center for small businesses at the technology park (accompanying business for servicing key investors), co-working, small and medium-sized businesses and startups support center, etc.

Strategic priority 4: Business climate improved

Change of the business climate in the town is the introduction and implementation of an easy business program. Support for small and medium-sized businesses (also among young people) by building a dialogue between businesses and the authorities, strengthening the interrelation between Bila Tserkva and Kyiv in order to get more advantages from close proximity to the agglomeration with the population of three to four million people and other towns in Kyiv region so that Bila Tserkva could benefit as the region's business center. The strategy is aimed at the recovery of entrepreneurship, setting up more companies, attracting more investors, and, as a consequence, creation of many new jobs in Bila Tserkva. Friendly municipal authorities, including the tax office, along with more active and friendly approach to business could encourage entrepreneurs to come out of the shadow economy and pay more taxes.

STRATEGIC STATEMENT:

This priority is closely related to the strategic statement about encouraging citizens and entrepreneurs for creativity and innovations. It is also very close to strategic goal 2: "Promotion of entrepreneurship activity" in order to draw new investments that would allow creating new jobs. The town's business environment has to assist the development of small and medium-sized businesses.

The key problems which this strategic priority could resolve:

- Low profitability of companies (lower than 10%);
- Many businessmen are delaying decision to invest; there are signs of the fact that more companies close down rather than open; the number of new investment is limited – all these facts show that the level of entrepreneurship is lower than it was expected;
- Small and medium-sized businesses do not feel support and protection, they rather feel themselves adrift;
- Proximity to Kyiv is not used in full;
- Many companies think that as long as the situation is unstable they should not invest or hire new employees;
- The tax service is an oppressive agency;
- The shadow economy is estimated at 50%, which means that many companies are evading taxes;

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

- Five attempts to implement investment programs in the town have failed (the existing enterprises are interested in paying small wages);
- The town has negative image (for example, the so-called Titushky [a term for mercenary agents who supported the Ukrainian police force during the administration of Viktor Yanukovich. The term derives from the surname of Vadym Titushko, a mixed martial arts athlete from Bila Tserkva]);
- Poor tourism infrastructure is unable to attract even those tourists who would like to come;
- Low investment activity, some enterprises are simply afraid to invest;
- The administration lacks in/needs public control and transparency – companies do not know how and why some decisions are made;
- Low awareness of the fact that businesses have to serve consumers;
- The lack of an effective dialogue with businesses: what can the town do for the businesses and the latter can do for the town and its residents.

The key operational objective within the Strategic Priority 4

1. Formulate and implement ease of doing business program.

The key activities envisaged by the project:

Openness to a dialogue with businesses, popularization of entrepreneurship spirit, establishment of effective business support institutions such as incubators, technology/industrial parks, business clubs, mentoring system, discussion with the tax service/courts of the ways to make business operations easier.

Stage 1: Elaborate an easy business plan in Bila Tserkva (2016-2017)

Stage 2: Launch a campaign focused on business success stories in Bila Tserkva (2017)

Stage 3: Establish a support service at the state service for the registration of new companies (2017)

Stage 4: Start providing small and medium-sized businesses with legal consultations (2017)

Stage 5: Implement a program to show changes in the town and convince businesses, investors, and citizens to stay in Bila Tserkva (2018)



INDICATORS:

More companies open rather than close down;

The local authorities should create a specialized office to support businesses: competitiveness, export, strategies, etc.;

Approval and implementation of an entrepreneurship support program;

Growth of local taxes collection by at least 75% by 2025;

The share of own revenues in the municipal budget should be at least 40% in 2020;

An average growth rate of GRP per capita in 2016-2020 should be twice as high as GRP growth rate per capita in Kyiv region and not lower than 3% per annum;

Equalization with Kyiv region in terms of the average wage by 2020;

Up to \$250 million (more than UAH 5 billion) should be raised;

Creation of around 7,000 new jobs during the next five years;

The number of commuters (including young people) should be halved by 2025.

Operational goal 4.1: Formulate and implement ease of doing business program

Aim: study and analyze all obstacles for doing business in Bila Tserkva – the ones which can be regulated by the municipal authorities and the ones which the town can influence directly or indirectly. There are several spheres (listed below) that are important in terms of easy business operations. Secondly, taking into account results of the analysis, specific recommendations should be developed and implemented.

General description of the project activities:

The ease of doing business index is meant to measure regulations directly affecting businesses and does not directly measure more general conditions such as a nation's proximity to large markets, quality of infrastructure, inflation, or crime. A nation's ranking on the index is based on the average of 10 subindices:

1. Starting a business – procedures, time, cost and minimum capital to open a new business;
2. Dealing with construction permits – procedures, time and cost to build a warehouse;
3. Getting electricity – procedures, time and cost required for a business to obtain a permanent electricity connection for a newly constructed warehouse;
4. Registering property – procedures, time and cost to register commercial real estate;
5. Getting credit – strength of legal rights index, depth of credit information index;
6. Protecting investors – indices on the extent of disclosure, extent of director liability and ease of shareholder suits;
7. Paying taxes – number of taxes paid, hours per year spent preparing tax returns and total tax payable as share of gross profit;
8. Trading across borders – number of documents, cost and time necessary to export and import;
9. Enforcing contracts – procedures, time and cost to enforce a debt contract;
10. Resolving insolvency – the time, cost and recovery rate (%) under bankruptcy proceeding.

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

The key activities envisaged by the project:

- Analysis of the selected spheres that are important from the viewpoint of ease of doing business and elaborate specific recommendations on the project implementation;
- Create a support service at the State Registration Service that could answer all questions from new entrepreneurs;
- Open legal consultations for small and medium-sized businesses;
- Reduce the time necessary for issuing administrative briefing notes to one week via the introduction of effective procedures in the town;
- Trial local companies' inquiry on corporate social responsibility;
- Determine businesses' needs and develop a dialogue between the administration and business community;
- Ensure that good practices and success stories of Bila Tserkva are made public in the town and outside it;
- Project management and coordination;
- Key indices of program effectiveness.

Strategic priority 5: Support for smart specialization

The support for competitiveness and innovations through smart specialization, which is focused on several selected horizontal business ideas (wider than some sectors), is a new trend in the EU. The specializations which may potentially have a more positive effect on the local economy, make its competitive positions stronger as compared to other towns and regions, and have innovative potential should be selected. Smart specialization concept and how it can be supported with the help of research, development and innovations and public support (how to help companies effectively to grow faster in terms of income and employment). Only companies which have the highest potential influence on the social and economic life should be supported. It is important to include academic and scientific circles both within companies and universities and outside them. Research and Innovation Strategy (the third generation of the RIS3) also should be used in order to resolve the town's social and economic problems.

STRATEGIC STATEMENT:

Improvement of the business environment is directly connected with our desire to make Bila Tserkva's economy modern and open to innovations. It is directly linked with the strategic goal 2 "Promotion of entrepreneurship activity" – \$250 million should be raised in new investment by 2025 which would help to create new jobs. Small and medium-sized enterprises determine the presence of favorable business environment, while the town's social and economic development is based on the selected smart specializations, including tourism.

The key problems which this strategic priority could resolve:

- Low profitability of companies (lower than 10%);
- Many businessmen are delaying decision to invest; there are signs of the fact that more companies close down rather than open; the number of new investment is limited – all these facts show that the level of entrepreneurship is lower than it was expected;



- Small and medium-sized businesses do not feel support and protection, they rather feel themselves adrift;
- Proximity to Kyiv is not used in full;
- There are no business support institutions in the town: incubators, technology parks, advisory and consultative centers, business clubs, etc.;
- Many companies think that as long as the situation is unstable they should not invest or hire new employees;
- The shadow economy is estimated at 50%, which means that many companies are evading taxes;
- Poor tourism infrastructure is unable to attract even those tourists who would like to come;
- Low investment activity, some enterprises are simply afraid to invest;
- Unsettled issue of the town boundaries: many companies pay local taxes to the district despite the fact that they use the municipal infrastructure.
- The administration lacks in/needs public control and transparency – companies do not know how and why some decisions are made;
- The lack of an effective dialogue with businesses: what can the town do for the businesses and the latter can do for the town and its residents.

The key operational objective within the Strategic Priority 5

1. Formulate and implement research and innovation strategy (RIS3)

The key activities envisaged by the project:

Confirm the first hypothesis on smart specialization, discuss how science can be supported, develop a dialogue between business and scientific communities, support business innovations, discuss how the town's proximity to Kyiv can be used.

Stage 1: Elaborate a development and innovations strategy RIS3 (2016-2017), select smart specializations, and develop a support plan for the selected horizontal business districts.

Stage 2: Hold consultations with the scientific and business communities in order to determine spheres or directions for potential cooperation (2016-2017).

Stage 3: Development of formal and informal clusters (2016-2017).

Stage 4: Planning of the administration's smart assistance to businesses; implementation of the smart specialization provisions in all spheres of business and administration (2017).

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

INDICATORS:

- Up to \$250 million (more than UAH 5 billion) should be raised;
- Creation of around 7,000 new jobs during the next five years;
- Approval and implementation of an entrepreneurship support program;
- Growth of local taxes collection by at least 75% by 2025;
- The share of own revenues in the municipal budget should be at least 40% in 2020;
- An average growth rate of GRP per capita in 2016-2020 should be twice as high as GRP growth rate per capita in Kyiv region and not lower than 3% per annum;
- Equalization with Kyiv region in terms of the average wage by 2020;
- The number of commuters (including young people) should be halved by 2025.

Operational goal 5.1: Formulate and implement research and innovation strategy (RIS3)

Aim: support for the selected promising spheres and business districts important in the town development. This will be done on the basis of a development and innovation strategy (RIS3 – it is also called a smart specialization strategy) focused on the strengthening of some districts through research, development, and innovation.

A part of the strategy RIS3 envisages the selection of business directions which require support. The research and innovation strategy (RIS3) has to describe how the public sector in cooperation with the business community can effectively support the companies' growth.

General description of the project activities:

The smart specialization or RIS3 (research and innovation strategy for smart specialization) is a strategic approach to economic development via targeted support for research and innovations. It includes the process of the development of vision, selection of spheres with the most strategic potential, development of management mechanisms involving all parties concerned, determination of strategic priorities and maximizing intellectual potential of the region's development using smart policy no matter weak this region or strong and developed its technologies or not.

Implementation of the smart specialization strategy in Bila Tserkva envisages the following steps:

- Elaboration of the research and innovation strategy (RIS3);
- Open dialogue between the business and scientific communities for the discussion of research prospects;
- Confirmation of the first hypothesis on smart specialization;
- Forming further development plans for each specialization;
- Analysis of companies' needs – focus on needs, and not on demand;
- Analysis of possible use of proximity to Kyiv;
- Attempt to create formal and informal clusters.

Strategic priority 6: Image of town and business improved

The priority is aimed at changing Bila Tserkva's image among both town residents and the rest of Ukrainian citizens in order to attract more tourists and new investment. Improvement of the town's image and targeted activities/campaigns should help to increase the tourist flow to Bila Tserkva, thus restoring the local economy. Close proximity to Kyiv agglomeration with the population of three to four million people and neighboring with the highway connecting the capital city with Odesa also help to develop tourism. Our priority activities will help to create more jobs and attract extra investment, especially in the spheres of tourism, creative business and entertainment.

STRATEGIC STATEMENT:

The priority is directly related to the strategic vision of the town development (described in the Bila Tserkva Development Strategy 2025) which sees the town an attractive place where yesterday, today and tomorrow meet and create the prosperous reality. According to the strategic vision, the town will become an attractive tourist place with restored cultural life. The priority is also connected with business revival and raising new investment in order to create new jobs.

The key problems which this strategic priority could resolve:

- Five attempts to implement investment programs in the town have failed (the existing enterprises are interested in paying small wages);
- The town has negative image (for example, the so-called Titushky (mercenary agents for illegal actions);
- Few Kyiv residents know about Bila Tserkva and Oleksandria Park;
- Poor tourism infrastructure is unable to attract even those tourists who would like to come;
- Low average wages in the town show that Bila Tserkva is not an attractive place for work.

The key operational objectives within the Strategic Priority 6

1. Formulate positive campaign about Bila Tserkva.
2. Attracting new tourists.

The key activities envisaged by the project:

Develop positive strategy and campaign about Bila Tserkva; elaborate a strategy and plan aimed at attracting new tourists; develop the tourism infrastructure; construct a theme park in Bila Tserkva; strengthen medical tourism to Bila Tserkva; study the town's proximity to Kyiv; repair the central square of the town.

Stage 1: Elaborate a positive campaign about Bila Tserkva (2016)

Stage 2: Draw up the feasibility study of the construction of a leisure park in Bila Tserkva (2017)

Stage 3: Elaborate a medical tourism revival concept (2016-2017)

Stage 4: Develop a concept of the modernization of the central square (2016-2017)

Stage 5: Develop a concept of public space, recreation areas and Ros River embankment (2016-2017)

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

INDICATORS:

Up to \$250 million (more than UAH 5 billion) should be raised;

Creation of around 7,000 new jobs during the next five years;

More companies open rather than close down;

Growth of local taxes collection by at least 75% by 2025;

The share of own revenues in the municipal budget should be at least 40% in 2020;

An average growth rate of GRP per capita in 2016-2020 should be twice as high as GRP growth rate per capita in Kyiv region and not lower than 3% per annum;

Equalization with Kyiv region in terms of the average wage by 2020;

The number of commuters (including young people) should be halved by 2025;

The tourist flow should increase to 500,000 people by 2020 and to 1 million people by 2025.

Operational objective 6.1: Formulate positive campaign about Bila Tserkva

Aim: change an image of Bila Tserkva both among citizens of the town (because they do not always see their town as a positive and safe place for living) and among the rest of the Ukrainian population with a view of attracting more tourists and new investment.

This project is based on advantages of Bila Tserkva (Oleksandria Park, quite promising for investment enterprises as Tribo, Biofarma, Mareven Food) and successful examples of the implementation of Bila Tserkva Development Strategy 2025. Therefore, this project implementation depends significantly on other factors / projects and the results achieved.

Overview of activities planned within the operational objective:

The project aims to create positive stories and news about Bila Tserkva, using a variety of techniques and media, including online social media. The ideological content should be clear, attractive, concise, to make Bila Tserkva's successes and advantages known throughout the country.

The key events planned within the framework of the project include:

- to develop the overall strategy and campaign to inform citizens about Bila Tserkva, including tools and methods of presenting this information;
- to create a brand of the town;
- to decide on information to be selected and media to disseminate it;
- to evaluate the effect of the campaign;
- to be active in social media, communicate with stakeholders and create a positive image of the town;
- to make use of each successful project implemented within the framework of Bila Tserkva Development Strategy 2025;
- to conduct a campaign aimed at raising citizens' awareness of the importance of the town's image and conveying information about facts that spoil this image in the eyes of travelers;
- to set up special holidays in the town devoted to its successes and citizens.

Operational objective 6.2: Attract new tourists

Aim: attract a larger number of new students. Bila Tserkva Development Strategy 2025 pursues a goal of attracting 1.000,000 tourists by 2025 (as compared to the current level of 300,000). This project is closely related to the operational objective 6.1. "Formulate positive campaign about Bila Tserkva".

Overview of activities:

It is aimed at implementing several key activities to increase the number of visitors each year. Proximity to Kyiv city with a 4-million population should become the main asset. The objective should be clear, attractive, concise, to make Bila Tserkva's successes and advantages recognized by the whole country. This includes the creation of a theme park a special type of amusement park, carefully developed to cover a particular topic or several topics.

The following key activities are planned within the framework of this operational objective:

- Development of a strategy and plan to attract new tourists;
- Development of the tourist infrastructure (hotels, restaurants, routes, national craftsmen museum of Kyiv region);
- Preparation of directory with tourist routes of Bila Tserkva;
- Establishment of the CREATIVE CLUSTER IDEA on the basis of the industrial park;
- Development and support of cultural national traditions. Preservation of the historic heritage of the town;
- Popularization of the town as a centre of balneology recreation and treatment;
- Restoration of recreation zones. Cleaning of the Protoka and the Ros rivers;
- The construction of the thematic park in Bila Tserkva specializing in health treatment for active rest and entertainment;
- Finding out whether Oleksandria park can become a major attraction for tourists;
- Analyzing the advantages of proximity to the capital city of Kyiv;
- Organization of calls for proposals related to the reconstruction of a number of important urban reas: the central square, the Heaven's Hundred Memorial, the central beach, Shevchenko Park;
- Improvement of the town's central part: Upgrade of building facades, arrangement of boards and advertising areas, the upkeep of green areas;
- Arrangement of public cultural areas that will contribute to community development and reconciliation, and attract tourists;
- Development of a program of cultural and educational activities.



STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

STRATEGIC GOAL 3: CREATE SMART ADMINISTRATION

Strategic priority 7: Local administration reinvented

This priority is aimed at creating a basis for more efficient town governance by changing structures and processes to meet the needs of Bila Tserkva Development Strategy 2025; the administration of the town should become a key element with regard to practical implementation of the strategy.

Its structure and procedures must be agreed with the requirements of Bila Tserkva Development Strategy 2025 and citizens.

The aim is also to improve the efficiency and effectiveness of spending and investing public funds in Bila Tserkva. This is an important horizontal investment priority.

STRATEGIC DECLARATION:

The municipal governance has to be **modern, open and transparent**, based on the principles of sound management. We understand that without the shift to smart governance, without a modern and flexible municipal administration (MA), without participation of interested social groups in key decisions making process, without transparent and integrated governance any social and economic changes will be unstable in the long term perspective.

The modern and improved MA means that public funds are spent effectively, strategic goals / objectives are fulfilled, public / municipal services rendered are of the highest quality, while the town itself develops economically and living standards improve. MA also actively supports civil society and entrepreneurship.

Key problems that can be solved with the help of the mentioned strategic priority:

- The town has not had a long-term development strategy, harmonized with the region;
- Problems with budget planning (financial targets do not reflect the realities);
- 84% of the budget is spent on education, health care and social security: it is more oriented on consumption than investment;
- Low salaries of officials provide a breeding ground for bribery;
- Governance (processes / structures) of state agencies is not conducted on a strategic, medium- and long-term basis;
- Performance of employees is not evaluated, nor is it linked to the level of payment, thus, result-oriented approach is absent;
- There is no special department / agency charged with monitoring the activity of donors, as well as implementing promising projects;
- Limited opportunities for project management even if donors appear, the following issue arises: who handles the governance and which way?
- The police, tax service, courts and other representative bodies have never been a part of the strategic planning, nor have they been engaged in the discussion of future plans;
- The Administration requires civil control and transparency. Information about how and why certain decisions have been approved is not available;
- The public council does not function any more;

- There is no client-oriented approach, while, the municipal administration is primarily a customer service;
- Lack of dialogue with the community no ideas of how to engage the community and its activists (with it being the centre of the policy, not its object);
- Lack of open contest/ selection process for vacant positions in public institutions.

Main strategic priority within the Strategic Priority 7

Involvement of municipal chief's administration in the process of the Strategy implementation.

Key activities being proposed:

Development of a reform of the town executive committee; improvement of the management of the local budget and the use of public funds for other areas of social life; update of the town's Charter; alignment of officials' salaries with their productivity; strengthening of civil servants potential; change in HR management approaches; creation of a Fund relating to Bila Tserkva Development Strategy 2025, while ensuring its transparent management without conflicts of interest; education of the municipal administration to cooperate with the EU structural funds and other donors; making statistics a reliable source of information, and use it in the decision-making process.

Stage 1: open selection (2016)

Stage 2: development of the change management strategy and the action plan (2016) by the municipal administration

Stage 3: preparation of the town's Charter (2016)

Stage 4: the draft of the Fund relating to Bila Tserkva development strategy (2016-2017)

Stage 5: according to the new Charter, town major is selected for not more than two terms (2019)

INDICATORS

The Administration functions according to the development strategy;

Adjustment of processes, procedures and structure according to the needs of the strategy;

Open selection process for positions in state agencies;

The developed Charter of the town, effective since 2016;

The town major is selected for not more than two terms;

To develop a special development fund that will become operative in 2017.

Operational objective 7.1: Involve Mayor's office into BTDS 2025 implementation process

Aim: organize the work of the municipal administration according to the needs of Bila Tserkva Development Strategy 2025. The administration of the town should become a key element with regard to practical implementation of the strategy. Its units and procedures must be agreed with the requirements of Bila Tserkva Development Strategy 2025 and citizens. The aim is also to improve the efficiency and effectiveness of spending and investing public funds in Bila Tserkva.

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

Overview of activities planned within the operational objective:

An effective, transparent, accountable system of state governance is of paramount importance for proper functioning of the town. Besides, the municipal administration is the main instrument which ensures interaction between the authorities, civil society and the private sector.

The reform of the mayor's office envisages changes in the organizational and procedural structure, personnel management, financial management, etc., as well as ensuring of a better performance of the municipality.

The key method used to change the paradigm of the municipal administration's functioning is a **balanced system of indicators**.

This system views Bila Tserkva as a system of strategic planning and management, which is widely used worldwide to align business activities with a vision and strategy of the organization, improve internal and external communications, and monitor the efficiency of the organization in accordance with strategic objectives.

The following key activities are planned within the framework of this operational objective:

- Development of the reform of the municipality;
- Analysis of processes and procedures, and their harmonization with the implementation of Bila Tserkva Development Strategy 2025;
- Introduction of a balanced system of indicators;
- Improvement of the financial management of the municipal budget and effective use of public funds in other areas;
- Development of the status of the town;
- Linking the remuneration with the amount of work performed;
- Enhancing the potential of civil servants;
- Analysis of the recruitment methods, making the process more transparent and involving professionals from other areas;
- Establishment of the Fund relating to Bila Tserkva Development Strategy 2025, while ensuring its transparent management without conflicts of interest;
- Educating the municipal administration to cooperate with the EU structural funds and other donors;
- Improvement of project management skills of the personnel;
- Preparation of activities ensuring the achievement of quick results;
- Analysis of the management of material resources (immovable property) and IT practice;
- Use the wheel of development principle within the framework of Bila Tserkva Development Strategy 2025;
- Project management and coordination;
- Development of the system of key indicators regarding the project performance.

Strategic priority 8: Smart and transparent local government

The priority is to make state authorities more open, transparent and responsible (by introducing regular reporting on their activities). Promotion of a dialog based on the wheel of dialog principle among science, businesses, citizens and authorities is an important element of creating a development machine regarding the town (one of the priority wheels).

The priority is to make state authorities more open, transparent and responsible (by introducing regular reporting and monitoring regarding their activities). This is the main element of introducing an open government concept, which will help enhance the dialog in the town, improve efficiency and effectiveness of public funds spending.

The key method for implementing the priority is to use smart governance model with a view of changing the principles of the state administration functioning and its ability to meet the needs of citizens of the town.

Smart governance is based on the introduction of electronic governance; prompt and efficient public service rendering; intellectual decision making based on data collection and analysis; creation of a model of multilateral process of key decisions making regarding the town; transparency of the authorities' actions; efficient use of resources of the town aimed at improving living standards of the citizens and ensuring a sustainable development of the town.

STRATEGIC GOAL:

The priority, from our perspective, determines that state authorities are modern, open and transparent. It is also directly related to strategic goal 3: "Create smart administration", where it has been highlighted that without a modern and flexible municipal administration, any social and economic changes will be unstable in the long term perspective.

The modern municipal administration means that public funds are spent effectively, strategic goals / objectives are fulfilled, public / municipal services rendered are of the highest quality, whereas smart decisions and technologies constitute an important element of such changes.

The key operational objectives within the Strategic Priority 8

1. Improvement of a dialog between academics, society, business and administration.
2. E-government and transparency.

Key activities being proposed:

Development of a reform of the town executive committee; improvement of the management of the local budget and the use of public funds for other areas of social life; update of the town's Charter; alignment of officials' salaries with their productivity; strengthening of civil servants potential; change in HR management approaches; creation of a Fund relating to Bila Tserkva Development Strategy 2025, while ensuring its transparent management without conflicts of interest; education of the municipal administration to cooperate with the EU structural funds and other donors; making statistics a reliable source of information, and use it in the decision-making process; implementation of smart decisions based on modern technologies; improvement of the town governance and municipal services on the basis of step-by-step integration of the system and infrastructure; preparation of a "road map" of the smart town; open data and a new platform of authorities/citizens interaction; open data and mobile applications enabling better monitoring and transparency of the authorities' actions.

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

Key problems that can be solved with the help of the mentioned strategic priority:

- The town has not had a long-term development strategy, harmonized with the region;
- Problems with budget planning (financial targets do not reflect the realities);
- 84% of the budget is spent on education, health care and social security: it is more oriented on consumption than investment;
- Low salaries of officials provide a breeding ground for bribery;
- Governance (processes / structures) of state agencies is not conducted on a strategic, medium- and long-term basis;
- Performance of employees is not evaluated, nor is it linked to the level of payment, thus, result-oriented approach is absent;
- There is no special department / agency charged with monitoring the activity of donors, as well as implementing promising projects;
- Limited opportunities for project management even if donors appear, the following issue arises: who handles donor projects and which way?
- Financial imbalances villages are financially sound (significant surpluses amid the lack of ideas how to spend the funds);
- The police, tax service, courts and other representative bodies have never been a part of the strategic planning, nor have they been engaged in the public discussion of future plans;
- The Administration requires civil control and transparency. Information about how and why certain decisions have been approved is not available;
- Inefficient use of infrastructure and resources owned by the town;
- There is no client-oriented approach, while the municipal administration is primarily a customer service;
- The lack of dialogue with the community no ideas of how to engage the community and its activists (with it being the centre of the policy, not its object);
- The lack of a constructive, bilateral, mutually beneficial dialogue with businesses: what the authorities can do for businesses, but also what businesses can do for the town;
- The lack of open contest/ selection process for vacant positions in public institutions;
- The absence of a clear planning regarding the design of the town and its surrounding areas. Problems with the planning.

Implementation stage 1: introduction of an “open door” policy (2016)

Implementation stage 2: development of a dialog strategy (2016), as well as a smart town concept

Implementation stage 3: full operation (2016) of the state administration, and implementation of smart decisions

Implementation stage 4: electronic state procurements and introduction of an online budget (2016)

Implementation stage 5: preparation of an annual report, starting from 2017 (for 2016)

Implementation stage 6: full state budget utilization (2017)

Implementation stage 7: establishment and implementation of the electronic governance (2017) modern systems of the town management based on ICT in the areas designated by people as principal ones.

INDICATORS:

The public council is established and starts functioning in 2016;

The appointment to state positions based on an open competition; developed and publicly available;

Reports from all state agencies regarding the scope of work performed are submitted with plans of actions for the next year;

Starting from 2017, the community budget (participation budget) accounts for 5% of the local budget;

Starting from 2017, the state governance will function according to a “single window” principle (single permit centre);

In 2016, all state procurements are carried out in an electronic format;

By 2017, the system of electronic governance (electronic service system) in Bila Tserkva will have been developed and launched, designed to provide city services;

Smart systems and solutions are implemented that improve urban public services, allowing an efficient use of the resources of the town and the infrastructure upgrade;

Open data and the town’s portal providing complete information about the activity of the authorities and events in the town;

All decisions regarding local finance/procurement are made in a transparent manner with regard to the citizens;

Quarterly reporting to the town’s citizens concerning the current issues;

Annual reporting of the mayor to the citizens regarding the progress in implementing the development Strategy of the town.

Operational objective 8.1: Improve the dialogue between academics, society, business and administration

Aim: make state authorities more transparent and responsible regular reporting regarding the work performed. Development of a dialogue based on a principle of the quadrilateral dialogue wheel is an important element of our development machine (one of the priority wheels).

“Dialogue wheel” is an innovative approach in which the government / state officials, businesses, academics and citizens collaborate on achieving a common future and implementing structural changes, expanding the boundaries of one enterprise or one person’s potential; Without a dialog and openness, trust between the authorities and communities equals zero.

The implementation of Bila Tserkva Development Strategy 2025 envisages the involvement of the society, making it a practical part of the strategic process and enables it to demonstrate its impact, involvement and commitment (one of the basic values of Bila Tserkva Development Strategy 2025).

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

Key activities planned within the framework of the project include:

- To create an overall strategy of an open and transparent dialogue (dialogue wheel);
- To promote the dialogue and understanding between different government departments and agencies in order to stop the fight for power and determine common interests;
- To prepare an annual report on the work performed and a plan for the next year;
- To ensure that the municipal administration is actively involved in the strategic process;
- To discuss and present communication methods and techniques aimed at the public;
- Key issues concerning citizens of the town (including investment and financial condition) and businesses should be agreed with the public, and also be open and accessible to the public;
- To support the development of joint actions it is necessary to elaborate a development agreement (public contract) between the government and the business community;
- To resume functioning of the public council;
- To use social networks (social media) to communicate with the public;
- To present the “open door” policy to the municipal administration;
- To create a 5% community budget, starting from 2017, as well as the online budget from 2016.

Operational objective 8.2: E-government and transparency

Aim: change principles of the local administration functioning that would meet the needs of the citizens based on the introduction of e-government, as well as solutions and elements of a “smart town.” This will help improve the quality of urban services, ensure a transparent and efficient decision-making process, more efficient use of local resources and public funds, strengthen a dialogue between the government, citizens and businesses in the town.

The introduction of e-procurement system and online budgeting is an important element of e-government, which is based on the principles of open government and open data in the town, and on condition that the public is involved in preparation of part of the town’s budget, development of an effective electronic service provision system in the town.

Introduction of smart solutions in various spheres of the town’s life by integrating the infrastructure, efficient data collection and analysis will significantly reduce the town’s costs, will help determine more effective and innovative solutions to old problems, respond quickly to emergencies, improve the safety and comfort in the town.



Overview of actions within the framework of the operational objective:

A “Smart City” model consists in introducing new intelligent solutions and systems that are aimed at improving town governance in key areas with a view of ensuring sustainable development, raising living standards and level of public services provision, as well as creating conditions to involve civil society in the process of the town’s development.

Open government is a government with a high level of transparency, mechanisms for public safety and territory control, with a focus on the government accountability, ensuring wide access to government-related information and its activity by the society, as well as strengthening the participation and cooperation of citizens in the government’s functioning by means of modern information and communication technologies. Such technologies can serve multiple areas: provision of efficient public services to the citizens, improved interaction with business and entrepreneurship, empowerment of the population through open access to information and more effective governance.

Advantages of e-government are lower corruption, improved transparency, better opportunities, higher government revenue and reduced costs. E-government also means the improvement of service rendering to the citizens, effective communication between the government and the community (G2C), the government and business enterprises (G2B), promotion of intergovernmental relations (G2G), making them convenient, transparent and democratic. E-government at the municipal level can be part of the smart city model, which provides for a more intellectual level of decision-making process through effective communication with citizens and businesses, as well as collection and analysis of information provided by the town infrastructure.

Part of e-government is the e-procurement system based on advanced information platforms such as PROZZORO, which allow to make the public procurement process more transparent, eliminate certain corruption elements and spend effectively public funds and resources.

The local community has identified key priorities for the implementation of decisions and “smart town” systems:

- creation of favorable conditions for entrepreneurship and innovation, including through the provision of electronic administrative services;
- the transparent and open government means open budget, e-procurement, participation budget, open data on the local authorities’ solutions, property and land;
- e-democracy (e-petitions and platforms for public involvement);
- e-platform for interaction between the government/citizens;
- effective social services (e-services to apply for subsidies, carry out payments, etc.);
- development of information and communication infrastructure (open access to internet, intelligent measurement systems for urban infrastructure (meters, transducers, sensors);
- security in the town lighting, intelligent systems, rapid response to emergencies in the town;
- introduction of smart energy saving technologies;
- monitoring and control of transport safety and its quality, optimization of public transport and modern systems of tracking public transportation;
- high-quality medical services: e-registry, e-rating of hospitals efficiency;
- intelligent collection, sorting and recycling of wastes;

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- monitoring and control over utilities (water, heating, lighting, etc.) improved management of the town's resources;
- support of innovative businesses, improvement of the quality of education, science and innovation;
- clean environment monitoring and evaluation of the ecosystem in the town (water, air (emissions), increasing green areas, etc.).

Key activities planned within the framework of the project include:

- The development of the overall town road map “Bila Tserkva a smart town;”
- The creation of open data platform in the town;
- The creation of an e-procurement overall strategy;
- The development of standards and practical application of principles of the open government, using modern technology;
- Analysis of investment opportunities and the need to introduce smart solutions and e-governance;
- Determination of the timing for introducing smart solutions and e-government, their potential impact on local businesses and the needs of citizens;
- Prioritizing the development of priority systems regarding the online budgeting, e-procurement, electronic communication between authorities/citizens, and their presentation;
- Popularization of Internet for interaction between all stakeholders of the strategic process, as well as involvement of the citizens in the town's governance;
- Creation of an integrated operating platform on the basis of the local portal to provide modern and high-quality urban services (primarily, services of administrative nature) and assessment of their quality;
- In addition, setting up of a single centre of administrative services for citizens who do not have Internet access;
- Creation and implementation through the evaluation of investment opportunities and effectiveness of smart systems implementation in the town energy efficiency, lighting, rapid response to the situation, collection and disposal of garbage, etc.;
- Ensuring conditions (of an innovative ecosystem) for the development of urban innovation and innovative entrepreneurship involving talented young people (start-ups, hackfests, training programs, laboratories, contests for ideas and projects).

The overall conclusion:

The “Smart Town” systems and e-government should improve the dialogue with the public, making it more effective, open and transparent.

This will increase the effectiveness and efficiency of public funds spending, particularly with the help of online budgeting and e-procurement system.

It is expected that the “Smart Town” and e-government systems will also have a positive impact on improving the quality of public services in the town; transparency and openness

of the authorities; the adoption of more reasonable and operational decisions; reduction in the cost of the town's infrastructure maintenance, as well as efficient and quick response to requests from the citizens.

STRATEGIC GOAL 4: IMPROVE QUALITY OF LIFE

Strategic priority 9: Public services improved

Whereas: The main goal of the strategic priority is to improve all types of infrastructure in the town/utilities. It is expected that this will have a positive impact on citizens' welfare and attraction of new business, discouraging people to leave the town while also attracting more tourists. Public services include water treatment, health care, quality of roads and public transport, gas, electricity, heating, control and disposal of wastes (including the elimination of illegal dumps). Improvement of processes and procedures used by the town citizens when receiving public services.

As a result, improvement of the quality of services provided to the citizens, and more efficient use of state funds. It is necessary to focus on the following aspects: local taxes, housing and utility services, a single window of services provision, a plan of the town. One of the key problems identified in Bila Tserkva is that any construction can be carried out in any part of the city in practice, this issue is not regulated by the local authorities.

Key problems that can be solved with the help of the mentioned strategic priority:

- The absence / lack of public control and transparency of state administration we do not know how and why certain decisions are made;
- The quality of public service leaves much to be desired;
- Lack of customer-oriented approach on the part of authorities with regard to the citizens, who consume the services;
- There are no clear criteria for determining the efficiency of service rendering;
- The town's infrastructure is being destroyed;
- Lack of dialogue with society lack of a public involvement plan (public is not an object, but a centre of the governance policy);
- Lack of constructive dialog with the business community: what the town can do for businesses, but also what businesses can do for the town;
- People's general impression: widespread, deep-rooted corruption, and little chances to combat it ("It is not possible to solve any issues with the authorities without a bribe");
- The society is not able to determine what corruption is and what a conflict of interest is, what the norm is and is not, etc.;
- State governance and business is intertwined.

The key operational objectives within the Strategic Priority 9

1. Improvement of the town's infrastructure
2. Improvement of conditions of public services delivery

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

Key activities being proposed:

Development of a strategy aimed at higher local tax collection, improvement of the quality of social services: water, public transport, electricity, building infrastructure, health care; improvement of the town's aesthetics, the reconstruction of the main square; elimination of illegal dumps; development and implementation of a single window of services provision; wastes management; determination of the conditions and a mechanism of improving housing and utility companies functioning.

Stage 1: preparation of feasibility studies with a view of improving public services (2016-2017)

Stage 2: preparation of a program to restore social / municipal infrastructure (service system), including energy efficiency, selection of priorities to update, enhance and invest (2017)

Stage 3: preparation of a clear General plan of the territories of the town and its surrounding areas (2017-2018)

INDICATORS:

The program of restoring social / municipal infrastructure (service systems), including energy efficiency, has been developed and is implemented;

All illegal dumps have been localized and destroyed by the end of 2016;

Most of the wastes are being localized by 2025;

By 2017, a single window of services provision is established within the structure of the municipal authorities a centre of administrative services provision.

Operational objective 9.1: Improve town infrastructure

Aim: improve all types of the local infrastructure/ operations of utility companies. The primary goal is to improve the quality of life of Bila Tserkva's citizens. It is expected that this will have a positive impact on citizens' welfare and attraction of new business, discouraging people to leave the town while also attracting more tourists.

This requires the introduction of international standard ISO 37120 on city indicators for service delivery and quality of life, which ensures high quality of services and functioning of the local government and utility services.

Overview of activities planned within the operational objective:

The town's infrastructure requires significant improvements: unsatisfactory road conditions in the town (80% of the roads must be repaired), problems with power supplies for new industrial investment, poor water quality, the construction of new medical centers and wards, the purchase of equipment for hospitals, reconstruction of the main square, the elimination of illegal dumps these are the main problems that the town has to deal with.

The project's focus is placed on improving such aspects as: water treatment, health care, public transport and roads, gas, electricity, heating, wastes disposal (including the elimination of unauthorized dumps), reconstruction of buildings, including the main square, improvement of the overall aesthetics of the town.

All these activities should not contradict the principles of resource preservation and sustainable development.

The following key activities are planned within the framework of this operational objective:

- Preparation of feasibility studies for any planned investments;
- Fundraising for new investments;
- Analysis of the ways the local budget will be spent, being a source of project financing;
- Improvement of water management;
- Improvement of health facilities and infrastructure;
- Road maintenance and improvement of the transport system in the town;
- Improvement of the heating system;
- High-quality and economically feasible utilities;
- High-quality repair of roads in the town;
- Reconstruction and construction of major transport links and bridges;
- A new pedestrian bridge over the river Ros near the wooden bridge;
- Provision of facilities for people with disabilities (ramps and lifts);
- New shelter for homeless animals;
- Improvement of gas supply and consumption;
- Restoration of the building infrastructure in the town;
- Insuring stable power supplies and the use of energy saving technologies;
- Contributing to a cleaner town (overall aesthetic appearance of the town);
- Garbage recycling program has been developed and implemented, dumps have been eliminated by mid-2017, all wastes are recycled by 2025;
- Clear rules for outdoor advertising have been developed;
- Project management and coordination;
- Development of the system of key indicators regarding the project performance.

Operational goal 9.2: Improvement conditions of public services delivery

Aim: improve the quality of services delivery designed for the citizens of the town, and to encourage an efficient use of the town's resources and finances. The focus will be placed on local taxes, reforming of housing and utility companies, service distribution, the principle of a "single window", the approval of the general plan of the town. In addition, there is no customer-oriented approach with regard to public services, their provision is at a very low level resulting in dissatisfaction and complaints from the citizens. One of the main problems in Bila Tserkva is the uncontrolled construction, which results in the fact that the territorial planning in the town is not regulated by the local authorities.

Overview of activities:

Higher tax collection in the town expanding the budget capacities: Development a plan to increase tax collection, which will provide for specific cooperation between the municipal authorities

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and the Tax Service. It may consist of several activities, such as: improvement of the electronic taxpayer service system, effective control of the services that are in a “grey zone”, determination of the number of inspections to be carried out in different business areas, development of a campaign “Get a receipt win a prize.” It is also necessary to identify methods aimed at tax payment simplification, since some businesses avoid paying taxes not only because of financial reasons, but also due to the complexity of the tax system. Also, it is necessary that tenders should set out criteria according to which only companies that pay all their taxes and provide legal employment (by paying taxes and social benefits) are eligible to participate in tenders.

The introduction of an effective system of a “single window” aims to facilitate business registration; documents and forms should be issued in a single registration department by one officer to significantly reduce the time required to complete the registration process. This issue is of significant importance for investors allowing them to use the time they save to boost their capital, and not to visit various registration departments.

Improvement of municipal services. Monitoring and control of tariffs, the establishment of condominiums, and the transfer of service provision function to private companies. Educating citizens and discussing the reform of housing and utility companies with all stakeholders and institutions, NGOs and ordinary citizens.

The transition to a new system of territorial planning land use, urban design, planning, environmental management, regional and transport planning.



Key activities planned within the framework of the operational objective include:

- Development of a plan aimed at increasing collection of local taxes;
- Development of a plan aimed at improving housing and utility companies;
- Development and implementation of the “single window” principle;
- Setting up a modern Centre of administrative services provision in the town;
- Establishment of a single clearing centre for all providers of public services;
- Reconstruction of a heat pipeline of the combined heat and power plant Levanevsky district;
- Heat meters to be provided for each house and utility company;
- Integrated energy saving in utility companies;
- Smart street lighting;
- Reforming the system of housing and utility companies, and encouraging the establishment of condominiums;
- Development and implementation of a General plan of the town, including even distribution of the services provision to the citizens;
- Building a network of bicycle paths. Sports grounds in each town district and school.

Strategic priority 10: Education quality improved

The priority is placed on education that should become one of the key development factors. To achieve this, new approaches will be applied, new institutions will be established, teacher training and educational programs will be launched in primary, secondary and vocational education. It will be a pilot project to showcase a new model of education. In most of the town's schools. There will also be a model of lifelong learning (those seeking to continue their education will be able to do so regardless of age and status).

STRATEGIC DECLARATION:

Educational priority is directly related to our intention to make Bila Tserkva an **open** and **friendly** town for people's creativity and entrepreneurs; fostering new ideas and innovations. We want to be a **unique** and **successful** town where happy families and people are able to fulfill their dreams, goals and ambitions. Strong civil society is one of our key priorities. Quality education means a civil society that is better educated and powerful.

Key problems that can be solved with the help of the mentioned strategic priority:

- The poor quality of teaching in educational institutions;
- The need for new schools and kindergartens (demographic structure, the number of children is higher than available places);
- Vocational education is very weak separated from the needs of the market;
- Parents believe that schools should educate children;
- Teachers are reluctant to engage with problem children;

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- Cheating is common practice in schools;
- University education offers limited possibilities for obtaining a master's degree forcing students to complete bachelor's degree or continue studies in other cities;
- What people say: widespread and deep-rooted corruption, and little is done to change the situation ("It is impossible to solve any issues with the authorities without a bribe");
- Summer pastime is not planned out, town events are sporadic;
- The cultural program is not known to people, too few events;
- The Administration has no/ requires public control and transparency we do not know how and why certain decisions are made;
- There have been reported cases of illegal alcohol sales in the vicinity of schools;
- Drug addiction is a growing problem in Bila Tserkva.

The key operational objectives within the Strategic Priority 10

1. New model of education – Pilot prepared and launched
2. Promote and organize life-long learning (LLL)

KEY AREAS OF ACTIVITY THAT ARE PROPOSED:

Improving the quality of teaching, reconstruction of facilities, changing attitudes of teachers, children and parents, fostering innovation and openness to education, promoting and organizing lifelong learning, promoting entrepreneurial spirit among young people, encouraging experimentation and new ideas, aligning education with the needs of the market.



Stage 1: The first new ideas regarding changes in education are introduced in schools of Bila Tserkva (2016)

Stage 2: development of the general concept of a new educational model (2016)

Stage 3: Determination of a way of involving people in lifelong learning in Bila Tserkva (2017)

Stage 4: The pilot project on lifelong learning is to be launched in the second half of 2017

Stage 5: At least 50% of (primary, secondary, vocational) schools are set to conduct changes by the end of 2018

INDICATORS:

At least one comprehensive and internationally recognized pilot educational program developed and implemented to produce positive results in the 2016-2025 period;

International cases analyzed and implemented in Bila Tserkva (5 per year);

Innovative ideas identified, promoted and implemented (10 per year).

Operational objective 10.1: New model of education – Pilot prepared and launched

Aim: a) to showcase an effective and efficient eco-system of general education (primary, secondary and vocational), and positive results produced thereof b) to introduce new methods and techniques to education of young generations. Education is a type of investment that generates the maximum social impact.

We consider it the priority that helps strengthen support for entrepreneurial spirit, patriotism, understanding and readiness to face challenges of the modern society in the 21st century. Experience derived from our pilot project can and should be used at a national level. We intend to create a strong case becoming positive examples for the whole Ukraine, and introduce guidelines and methods of effective secondary education reforming.

Overview of activities planned within the operational objective:

The general idea is to create a model of an institution capable and willing to provide high quality modern education (infrastructure, teachers, methods, curricula, etc.) along with some actions producing fast results that influence the entire school system in Bila Tserkva. The experience and positive results obtained from this pilot project will be applied extensively to change the entire



education system in Bila Tserkva. These actions require a close cooperation with the Education Ministry in Kyiv.

The pilot project envisages the following key actions:

- Thorough analysis of the current education system in Bila Tserkva: finance, organization, structure, remuneration, promotion of teachers, curricula, relationships, investment needs with a focus on problems and solutions using best practices;

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- Designing of a new model which will combine it with the needs of the local economy;
- Carrying out of consultations with existing educational institutions that intend, are ready and available to participate in the pilot project;
- Development and implementation of a program in Bila Tserkva, which is aimed at promoting an entrepreneurial spirit among young people its implementation should be carried out in consultation and with the active support of the local business community;
- Development and launch of a program, which is aimed at creating innovative ideas, promoting experimentation in the existing education system (quick results envisaging knowledge sharing);
- Implementation of the developed model in certain educational institutions in Bila Tserkva, analysis of results and experience obtained, adjustment of the model based on preliminary results, regular comparison with the existing modern system;
- Development of a pilot project with its gradual implementation in a larger number of educational institutions;
- Determination of the potential social impact of this investment in monetary terms.

Operational objective 10.2: Promote and organize of life-long learning (LLL)

Aim: provide education, courses and training for those who want to learn and improve their skills. The focus will be placed on socially excluded people, such as: senior citizens, the unemployed, women, former prisoners, etc. Significant attention will also be paid to strengthening the entrepreneurial spirit, obtaining other qualifications and re-entering the labor market. We strive to provide quality education to those who need, want and are ready. The more educated citizens there are in Bila Tserkva, the better it will be for a social and economic life, as well as the local economy.

Overview of activities:

Lifelong learning in a broad sense can mean that learning is acquired throughout the whole life: this is flexible and diverse learning, accessible at any time and in any place. Lifelong learning moves across sectors, promotes learning beyond the traditional education and throughout the adulthood (i.e. after the compulsory education). The emphasis is placed on learning to learn, and ability to learn continuously throughout life. There are “four broad and interacting objectives with regard to lifelong learning: personal fulfillment, active citizenship, social integration and capacity for employment / adaptability.” In this context, lifelong learning offers broad life prospects that level off specific economic and trade aspects.

The pilot project envisages the following key actions:

- Designing and implementation of the pilot project, including: identifying target groups, determining curricula, developing teaching methods;
- identifying available educational institutions and encouraging them to participate in the project;
- developing and implementing special information campaign aimed to attract more users;
- promoting the pilot project with a view of attracting more educational institutions;
- creating new opportunities enabling to increase salaries of teachers and lecturers;
- managing and coordinating the project;
- Development of key performance indicators (KPIs) of the project.

Strategic priority 11: Security of citizens strengthened

Aim implies that the Strategic priority 11 consists of two main elements: preventing and combating crime, improving the police performance and improving road safety

STRATEGIC AIM:

The priority is directly related to the declaration of prospects for the future, which stipulates that by 2025 Bila Tserkva town will be an attractive place uniting “yesterday,” “today” and “tomorrow”, which create a thriving “now.”

Success is not possible without the town being safe enough for its residents. The task is also associated with Strategic goal 3 “Create smart administration”.

Key problems that can be solved with the help of the mentioned strategic priority:

- People’s general impression: widespread, deep-rooted corruption, with little chances of combating it;
- The society is not able to determine what corruption is and what a conflict of interest is, what the norm is and is not, etc.;
- Passive police only 50 policemen patrol the town, while their total number is 600;
- Lack of the municipal police;
- People are afraid to address the police (the impression from the Soviet era);
- The police do not respond quickly enough to violations of the law;
- There were reported cases of illegal alcohol sales near schools;
- The aggravation of the drug problem in the town.

The key operational objectives within the Strategic Priority 11

1. Crime prevention program in Bila Tserkva
2. Road safety is improved

RECOMMENDED AREAS OF ACTIVITY:

Develop a general crime prevention strategy, analyze the effectiveness of zero tolerance program; develop and implement awareness-raising program regarding crime prevention; enhance collection of information about committed crime; improve a system of providing assistance to victims of violence; combine crime prevention policies with social and educational spheres and, at the same time, contribute to social and gender equality; change people’s attitude towards the police; create the new police in Bila Tserkva; eliminate the illegal sale of alcohol, especially near schools; prepare a common strategy to improve road safety; conduct preventive work concerning road safety among children, parents and drivers; consider the possibility of sharing the pedestrian area by cyclists and pedestrians; improving road patrolling in the town.

Stage 1: Development of a system of preventive measures (2016-2017)

Stage 2: Establishment of formations to fight crime in Bila Tserkva (2016-2017)

Stage 3: Development of a strategy to combat crime and enhance road safety (2017-2018)

STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

INDICATORS:

Introduction of modern electronic traffic monitoring systems;
Improvement of the level of confidence in the local police in opinion polls;
Improvement of safety assessments by citizens of the town in opinion polls.

Operational objective 11.1: Crime prevention program in Bila Tserkva

Aim: development and presentation of a strategy for preventing crime, which will be focused on vulnerable groups of the population, as well as major issues that were identified in the process of Bila Tserkva's development strategy elaboration: drugs, illegal sale of alcohol, disorderly conduct, delinquency of minors.

Overview of actions within the framework of the operational objective:

Prevention of crime is an attempt to change and deter crime and criminals. This program is implemented based mainly on the efforts of local authorities to reduce crime and support criminal justice. The authorities should primarily deal with risk factors that provoke crime, because this requires fewer funds and produces greater social results, as compared with a standard approach to crime.

The municipal administration should establish a strategy for combating crime, which should take into consideration the needs of the youth that are exposed to risk and women vulnerable to violence. To achieve success, it is necessary to establish a coalition of important institutions such as schools, the employment centre, social services, housing service and law enforcement agencies.

Key activities planned within the framework of the operational objective include:

- Development of the overall strategy aimed at crime prevention, analysis of the effectiveness of zero tolerance program;
- Development and implementation of a program aimed at raising awareness of fight against crime;
- Improvement of information collection regarding crime;
- Identification of priorities and support of research relating to the causes, consequences, costs and prevention of violence;
- Improvement of the primary prevention;
- Improvement of a system of providing aid to victims of violence;
- Inclusion of violence prevention program in the structure of social and educational policy, thus, contributing to gender and social equality;
- Development of cooperation and exchange of information regarding violence prevention;
- Effective dealing with disorderly conduct;
- Carrying out of active steps to limit juvenile delinquency;
- Focusing on smart solutions: "smart" street lighting;
- Drug prevention program a mayor-supported special program designed for the youth (IT, education);



- Change of people's attitude to the police;
- Launch of the new police in Bila Tserkva;
- Elimination of illegal alcohol sales, especially near schools;
- Development and implementation of a program to combat drug use;
- Creation of a coalition of the major stakeholders;
- Ensuring assistance / support to victims of crime.

Operational objective 11.2.: Road safety is improved

Aim: develop and present a comprehensive road safety program aimed at improving the safety of residents of the town and reducing the number of accidents.

Overview of activities:

Road Safety methods and measures to reduce risks of damage to life and health of road users.

Key activities planned within the framework of the operational objective include:

- Preparation of the overall road safety strategy;
- Identification of the needs in terms of road maintenance and repair, new investment;
- Cooperation with NGO's, the police, traffic control service to establish a coalition tasked with improving road safety;
- Conduction of education on accident preventive measures among children, parents and drivers;
- Consideration of the possibility of sharing the pedestrian area by cyclists and pedestrians;
- Improvement of road management in Bila Tserkva;
- Road safety, parking, lighting and road junctions);
- Transparent rules for carriers Responsibility of carriers and improvement of transport service;
- Transport security covering such issues as dangerous routes and restoration of municipal public transport.

Strategic priority 12: Environment protection

Aim: strategic priority 12 consists of three key elements: rational (renewable) use of natural resources, assurance of ecological safety and clear environment in Bila Tserkva.

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Strategic statement:

Sustainable development includes environment protection and directly connected with our intention to make Bila Tserkva a successful, ecologically safe and clear city, comfortable for creativity and recreation of the citizens, favorable for entrepreneurs' activities.

Detected key problems:

Low standards of life and environment. Lack of systematical administration on the basis of ecological and economic monitoring does not create the conditions for the investments and safe comfortable living.

List of the problems:

- Lack of places for organized leisure and recreational areas;
- Lack of smart city planning;
- Destruction of city infrastructure;
- Problems with cleanness and tidiness of the city;
- Obsolete tourist infrastructure;
- Irrational use of the city resources – land, recreational and water resource;
- Low quality of drinking water and water in the river Ros;
- Low organization of garbage disposal and utilization, a lot of illegal garbage dumps;
- Low life quality of the citizens as the result of unequal access to the city resources (transport, education, water, heating etc.)

Strategic objective:

The priority is directly connected with the necessity to assure clean and healthy environment for the citizens, resource basis for economic complex, nature preserving and sustainable development of the society. At the same time it is necessary to take into consideration the interests of all the stakeholders on the basis of scientifically grounded approach to formulating safe and efficient mechanisms of the society development that are determined on the basis of constitutional norms, basic values of society and resource possibilities.

General description of the activities in the framework of the project:

Implementation envisages the assurance of the possibilities of ecological criteria of BTDS 2025 consideration. On the ground of the sustainable development platforms there will be created centers, laboratories, groups and projects. To ensure the transparency, trust and participation of all the citizens the platform will be represented on the city website and integrated with the system of e-government. Recording, forecast and analysis of the ecological information will be coordinated by the informational and analytical resource center. In order to get the information about environment condition, influence of economic activities we need a system of ecological and economic monitoring.

It will provide the possibility to manage the risks, plan efficient strategies of environmental enhancement and economic development, make the assessment of investment projects. It is envisaged the introduction of the system of integrated control of the environmental quality on the basis of the modern European practices of ecological management. It will be created a situational center to plan operative actions, react and prevent emergency situations.

Key activities envisaged in the framework of this project:

- Create the city informational and analytical resource center of sustainable development on the platform of city sustainable development;
- Make inventory of natural resources and create electronic registers under the control of society;
- Formulate the strategy of natural territories preserving and natural potential development;
- Create the system of ecological and economic monitoring of and situational center with providing the access to the information and e-participation for the society. Assure coordination of the main subjects of the ecological monitoring system;
- Evaluation of the investment projects risks according to the social-economic and ecological criteria;
- Ecological evaluation of plans and programs, expert evaluation of the projects, audit of enterprises. Formulating the recommendations concerning introducing the systems of ecological management at the enterprises and creating the agreed actions concerning renewable use of natural resources and closed cycles of use of the natural resources in the region;
- Make the evaluation of present industrial and producing sectors, directions of innovative cluster development according to the priorities and balanced development criteria. Provide the recommendations in order to increase the efficiency of investment activity according to the evaluation;
- Formulate and implement the plan of actions concerning the quality of air in the city (according to the principles determined by the Directive 2008/50/EU on ambient air quality and cleaner air for Europe);
- Introducing the integrated management of water resources according to the watershed principle in cooperation with the Basin council of the river Ros. Formulation of the efficient measures for the reduction of anthropogenic impact of the city with purpose of the river Ros enhancement (according to the plan of water basin management). Following the European standards, particularly the EU Water Framework Directive (Directive 2000/60/EU on establishing a framework for Community action in the field of water policy with the amendments and annexes made by the Decision 2455/2001/EC and Directive 2009/31/EU).





STRATEGIC PRIORITIES AND OPERATIONAL OBJECTIVES

Stage 1: Create the city informational and analytical resource center of sustainable development on the platform of city sustainable development. Establish the organizing committee which will include the representatives of local administration, business, society, education and science; start the activity – hold the meetings (every month), create structural subdivisions and web-portal (2016).

Stage 2: Make the ecological evaluation of the present industrial and producing sectors, directions for the development of the innovative cluster according to the priorities and criteria of balanced development. Provide recommendations in order to increase the efficiency of the investment activity according to the evaluation (2017).

Stage 3: Formulate the strategy of natural resource conservation and resource potential development (2016-2017).

Stage 4: Create the system of ecological safety and integrated management of environment quality.

INDICATORS:

Sustainable development indicators (annual, 5 years);

Assured control of keeping the quality standards of air, water, green zones (annual reports);

Satisfaction level of the citizens and NGOs (estimated every 2 years);

City informational and analytical resource center of sustainable development is established and operates;

All the ecological information is open to the public, the decisions are discussed and under control on the corresponding page of website of the platform of the city sustainable development;

System of ecological and economic monitoring operates as well as situation center (in the framework of the platform or other organizational model).

EXPECTED RESULTS:

- environment enhancement;
- reaching the European quality standards of air and water in the river Ros;
- development of “green economy”;
- increase lifetime;
- gain in health;
- brand of “green happy city”, citizens are satisfied with the environment conditions.

