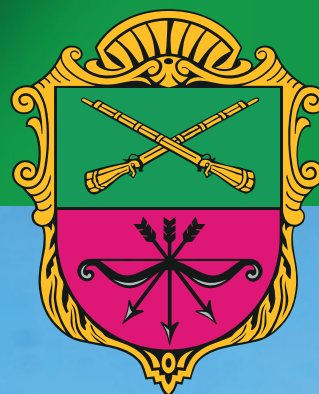


ZAPORIZHIA DEVELOPMENT STRATEGY

2028



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Dear Zaporizhia citizens!

We all know very well the history of Zaporizhia and have a lot of respect for it. From an objective perspective, Zaporizhia, under the General Scheme of Territorial Planning of Ukraine, remains a well-built centre of ferrous and non-ferrous metal industry, engineering, energy industry, and will subsequently play a significant role in the country's economy. Nonetheless, life does not stand still. Global economic transformations, urgent need in the change of the vectors of interaction at the international level require making a U-turn in the city's economic structure and social development.

Nowadays, Zaporizhia as a city has to make rather a challenging choice — it must choose its future, in the context of defining the ways of transition from the post-Soviet city to a contemporary European one, adopting a protective and sustainable approach to all kinds of resources, seeking the ways to reduce negative effects on environment in the course of human life activity.

2028 Zaporizhia Development Strategy was put in place by project “Partnership for Local Economic Development and Democratic Governance” (PLEDDG) as an international technical assistance initiative, jointly with the members of Coordination Council on Zaporizhia Development Strategy through city community representatives by means of discussions held during 2016-2017.



In the framework of the Strategy, the Profile of Zaporizhia city community was developed and a poll of the business and city community representatives was conducted. Based on the results of the studies, relevant reports were prepared, with the city's problems being identified and structured. Owing to the assistance provided by the PLEDDG consultants, the Coordination Council members defined the City's Mission, Strategic Vision of Its Development, Areas and Objectives of Zaporizhia Development.

The objective of the Strategy is to solve the issues of local development, including, first of all, recovery and preservation of the city's life and healthy environment, raising competitiveness of the economy, tourism development, improvement of quality of urban life by raising investments and building the community based on the idea of sustainable development of Zaporizhia.

The development strategy “Zaporizhia — 2028” represents new ambitious goals of city development and focuses on its competitive advantages based on existing natural, physical, financial, economic, labour, social, and intellectual assets, which, with their due organization and joint efforts, may solve the urgent local development problems. Therefore,

the Strategy concentrates on the areas which will give the territorial development more chances in the future. The main objective of the Strategy is to turn Zaporizhia into an ultra-modern European city.



INTRODUCTION

The state government policy aimed at supporting European integration processes provides for enhancement of competitiveness of the Ukrainian economy, ensuring sustainable development of territorial communities through decentralization of power and transforming local self-governance subjects into real positive change agents.

Zaporizhia is part of the Dnieper economic region, a major industrial centre of Ukraine. According to expert assessments, this territory will further play a significant role in the country's economy. However, the shift in the paradigm of the contemporary economy as an element of sustainable development requires a U-turn in the city's economic structure and social development.

The General Scheme of the Territorial Planning of Ukraine defines the following problems, which are critical both for further development of the country in general and Zaporizhia as a city: inefficient location of the manufactural and residential areas; small share of the areas used for environment-oriented, recreational, health-related, and tourist purposes; high level of environmental pollution.

Zaporizhia, under the General Scheme of Territorial Planning of Ukraine, is a well-built centre of ferrous and non-ferrous metal industry, engineering and energy industry. However, global economic transformations, as well as the urgent need in changing the vectors of interaction at the international level considering the tendencies of the Strategy of the social and economic development of the European Union until 2020 and the Strategy of Sustainable Development "Ukraine – 2020" requires making a U-turn in the approaches to economic activity, transition to implementation of quality management in all the areas of development, adopting a protective and sustainable view of all kinds of resources and seeking the ways to reduce negative effects on the environment caused by human life activity.

The environmental condition of Zaporizhia as a city is the most important component for its balanced development. Public-opinion polls show that the citizens are concerned with the environmental situation and call for consolidating the entire community efforts in order to combat those problems. The representatives of the city's large enterprises are very well aware of the necessity to improve the environ-

mental condition. To confirm the intentions of the large businesses to solve the environmental problems, “Memorandum on Joint Actions of Zaporizhia City Council and Industrial Enterprises in the Field of Improvement of Environmental Condition of Zaporizhia as a City” was concluded in June 2016. Joining efforts at all community levels is a cornerstone of sustainability and success of economic development for subsequent periods, which has been reflected in the 2028 Zaporizhia City Development Strategy in terms of shaping the vision of the city’s future development.

The objective of the Strategy is to solve the issues of local development, which, first of all, means recovery and preservation of city’s life and creation of health friendly environment, improvement of economy’s competitiveness, tourism development, improvement of quality of urban living for citizens by raising investments as well as community building based on the idea of the city’s sustainable development.

The environment is affected by both technogenic and anthropogenic factors, which can be mitigated by implementing innovative technologies at all levels in all the sectors of

manufacturing and organization of the city space. This will ensure well-balanced development of the social structure and create an environmental balance.

In order to ensure efficient use of the areas of a special economic, ecological, scientific and historical value (preserving the same level of manufacturing and urban planning under the natural and anthropogenic loads, which is vital for Great Zaporizhia), the Government supports strategies of promoting these areas.

The city’s economic structure, special logistic aspects and scientific potential create conditions for development and support of creative economy and urban science, based on integration of ultramodern technologies and achievements of architects, designers, inventors, and IT specialists. Zaporizhia is making its first steps in this direction, yet it is important to concentrate strength and skills on a more powerful purposeful activity. A promising area for the city is using alternative energy sources, manufacturing emission-free energy equipment that would comply with the general global tendencies and objectives that Ukraine will face in the coming decades.



CHARACTERISTIC FEATURES OF THE CITY

Zaporizhia is the administrative centre of Zaporizhia region and one of the largest administrative, industrial and cultural centres of Southern Ukraine. The city is situated along the major water traffic artery, the Dnieper River. Zaporizhia is the sixth largest Ukrainian city in terms of population. As of January 1, 2017, 750,685 people lived in Zaporizhia. Productive age population makes up 69.5% of the whole population.

It is very important that Zaporizhia concentrates 65% of the productive capability and 43% of Zaporizhia region population.

In terms of size, Zaporizhia is the 4th industrial centre in Ukraine. It has well-developed sectors of ferrous and non-ferrous metal industries, mechanical engineering, chemical and construction industries. Consumer goods industry, food industry and service sector are becoming increasingly important. The city has a river port and an international airport; at the same time, it is an important railway transit hub.



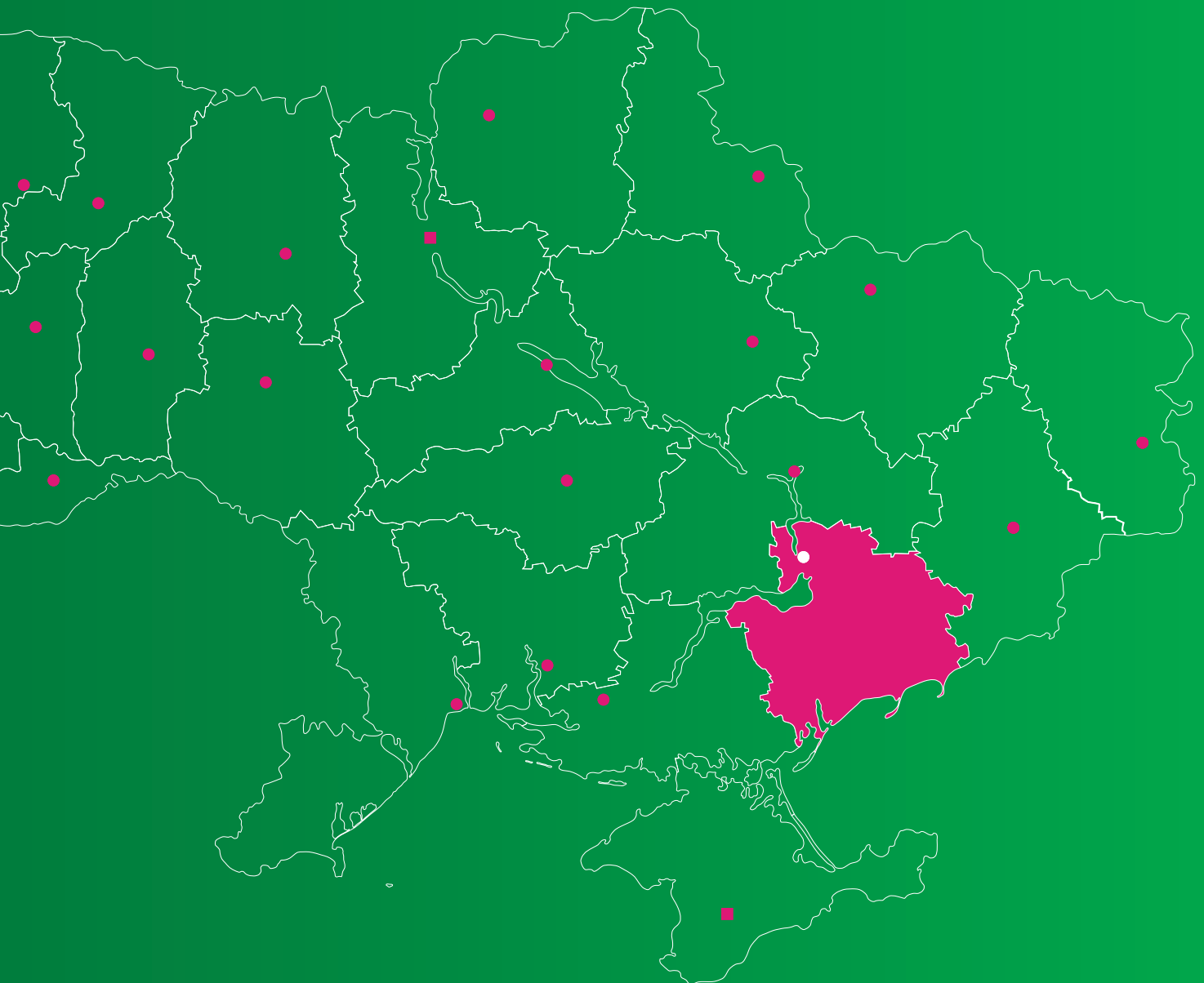
65%

productive capability
of the region

750

 thous. people

city population



ECONOMIC AND SCIENTIFIC POTENTIAL

The city's economy is based on such sectors as metal industry, mechanical engineering and energy sector. The importance of differentiating the production types, processing industry and service sectors is constantly increasing. The influence and value of the intellectual component in the city's economic development is increasing, too.

One of important industrial and metal centres of Ukraine

More than a third

of all steel produced
in the country

17%

of cast iron

75%

of high-voltage
equipment

20%

of metal constructions



The city is famous for its well-known enterprises. The “Zaporizhia Iron and Steel Works “Zaporizhstal” PJSC is one of the leading metal producers in Ukraine. It is part of the largest Mining and Metallurgical Company known as Metinvest Group. The enterprise holds on tight to its course towards increasing efficiency, modernization of equipment, creating and improving safe labour conditions for the workers of “Zaporizhia Ferro Alloy Plant” PJSC, which is a leading ferro-alloy manufacturer. The “Electric Iron and Steel Works “Dneprospetsstal” PJSC is a manufacturer of special iron and alloy steel. The “Zaporizhia Titanium and Magnesium Integrated Works” is the unique Ukrainian manufacturer of metallic spongy titanium, which also produces titanium ingots. The “Ukrainian Graphite” PJSC is a leading producer of graphite electrodes for electric heaters.

Products of most of Zaporizhia-based enterprises are very competitive at global markets. High precision mechanical engineering products are made by the “Motor Sich” JSC, which is one of the world’s largest enterprises specializing in aviation engines for aircrafts and helicopters as well as in industrial gas-turbine equipment. The “Zaporizhia Motor-Car Plant” PJSC is the only Ukrainian enterprise performing a complete production cycle in manufacturing motor cars. The “Zaporizhia Transformer Plant” PJSC is among the leaders of global production of transformers, its products are exported to more than 80 countries. The “ZaporizhKran” PJSC is one of the biggest Ukrainian crane-building enterprises (with tonnage of cranes from 5 to 1,000 tons).

The “Scientific and Production Complex “Iskra” SE is a leading developer and manufacturer of the Ukrainian ground-based radar technology defense sector. The State Enterprise “Zaporizhia State Aircraft Repair Plant “MiGremont” specializes in aircraft repair.

The “Zaporizhcoke” PJSC is one of the biggest producers of coke and chemical products in Ukraine. The “Zaporizhvohnetriv” PJSC is one of the largest Ukrainian enterprises making refractory products and high-quality materials; it is unique in terms of types and range of the products. The “DTEK Dniproenergo” PJSC is a leading Ukrainian producer of electric energy and heat generation, a top company among the country’s five energy-generating companies. The Dnieper Hydroelectric Station is part of the largest Ukrainian hydropower generation company known as the “Ukrhydroenerho” (or UkrHydroEnergy) PJSC. The “Carlsberg Ukraine” PJSC is a European level company specializing in brewing beer and other beverages.

Nowadays, Zaporizhia as a city remains one of the most important Ukrainian industrial and metallurgy centres. More than a third of all Ukraine-made steel is produced here, with more than 17.0% of crude iron and almost 75.0% high-voltage equipment and 20.0% of metal structures. The metallurgic complex contributes a lot to the city's and country's budgets. Zaporizhia is one of the few regional centres that have a positive trade balance, which, in its turn, increases the currency reserve both of the region and of the whole country.

Zaporizhia is actively implementing energy saving technologies and making use of alternative energy sources. In 2014, Zaporizhia Municipal Energy Plan (MEP) was approved, and in November 2016 – an updated action plan of sustainable energy development of Zaporizhia (SEAP), whose implementation will make it possible to reduce CO₂ emissions. MEP and SEAP are based on the investment projects of the overall value of more than 1.3 billion Euro within three basic project areas: thermal modernization of the public and residential buildings; substitution of natural gas with local burnables and energy in the hot water supply system; renewable energy in the housing and utilities infrastructure. In late 2014, Zaporizhia became a party to “Magdeburg Protocol” and is working together with other European cities on creating new international standards for sustainable development of the “Green City”. Besides, in 2014, the city became one of the winners of the USAID Projects “Municipal Energy Reform in Ukraine”, which involves implementation, until the end of 2017, of system energy management in compliance with European standards, implementation of an E-system of monitoring energy consumption by municipal facilities, investment attraction as part of the Zaporizhia municipi-

pal energy plan. In November 2015, Zaporizhia joined the “Energy Efficient Cities of Ukraine” Association.

There are numerous scientific and research institutions in the city, in particular, the Zaporizhia Machine-Building Design Bureau “Progress” State Enterprise, the “Pluton” PJSC, the Nibulon LLC, the “Ukrainian Research, Design and Technological Transformer Institute” PJSC, the Special Design and Technological Bureau “Zaporozhgidrostal” JSC, and others.



In 2011-2016, the number of the officially registered business entities or legal entities was fluctuating as this sector is rather flexible, rapidly responding to legislative changes. It has decreased by almost 14% since 2014. For private entrepreneurs, the situation is similar. The largest number of them represent the sector of wholesale and retail trade services — 22%, real estate operations — 12%, personal services — 10.5%.

The city's industry has a distinct export orientation — 70% of the products are exported. A positive tendency in the field of

international trade activity of the city's enterprises is shown by maintenance of the positive balance of the international trade turnover of the products.



LABOUR MARKET

In 2011-2016, labour market condition in Zaporizhia was marked by significant exceed of workforce supply over its demand. In late 2016, the needs of the enterprises in the employees were 327 persons against 471 persons in late 2011. At the same time, the number of unoccupied citizens registered at employment centres increased by 14.6% (from 4.59 thousand people as of 01.01.2012 to 5.26 thousand people as of 01.01.2017). The load upon 1 job vacancy (position vacancy) increased up to 16 people as compared to 10 persons.

Meanwhile, there is much concern about structural disproportion between the demand for workforce and its supply broken down by occupations. According to the educational level, people having higher education make up the prevailing number of the unemployed — almost 50.0% of the total number of the registered unemployed people.

50%
unemployed
with higher education

5,26 thous.
unemployed
citizens in general



INVESTMENT OPPORTUNITIES

Owing to the development of the city's investment capacity, its economy attracts additional resources. The share of foreign investments to the industry is 65%. These are, predominantly, food industry – 24.2%, mechanical engineering – 23.2%, metal industry – 10.7%, and energy – 5.9%.

The biggest investing countries are: Cyprus ("DTEK Dnipro-energo" PJSC, "Zaporizhzhya Ferro Alloy Plant" PJSC, "Zaporizhzhya Transformer Plant" PJSC, "Zaporizhzhya Titanium and Magnesium Integrated Works" LLC, etc.), Sweden ("Carlsberg Ukraine" PJSC), Republic of Korea ("Zaporizhzhya Motor-Car Plant" PJSC).

The city is planning to raise investments mainly for energy saving, energy efficiency, modernization of the facilities of the infrastructural provision of the city, and for the critically important sectors of economy.

65%

the share of foreign investments
to the industry

24%

food industry

11%

metal industry

23%

mechanical
engineering

6%

energy

CULTURE AND TRADITIONS

Zaporizhia is a spiritual centre of Ukraine, a birthplace of Ukrainian nation-building, democratic traditions and people's power. Famous cultural artefacts, such as Khortytsia Island, Dnieper Hydroelectric Station, and Soborny Avenue, make Zaporizhia an absolutely unique place.

The city's huge tourist potential is predetermined by its geographic location and peculiarities of historical development, national and cultural diversity, specific urban architecture, natural facilities, the potentially branded products, a unique combination of the urbanized and industrialized platforms with conservation areas inside the city. This serves a basis for development of the city's tourist sector as one of the revenue sources and developing economically and socially efficient industry.



Khortytsia Island is the largest island on the Dnieper River (its length is 12.5 km, its width is up to 2.5 km). Khortytsia Island National Reserve is recorded in the State Register of Immovable Monuments of Ukraine. It hosts 63 archeological and historical landmarks, 33 of which are registered nationwide.

Its northern part opens up a magnificent view of another Zaporizhia's visiting card —

the Dnieper Hydroelectric Station, with its horseshoe-shaped concrete barrage of 766 metres in length.

Over centuries, the Zaporizhia Oak has been and still is a pilgrimage destination for millions of people and is an outstanding cultural heritage of the Kozaks. One of the largest streets in Europe, the city's thoroughfare, Soborny Avenue, is an amazing architectur-



al ensemble. Alongside 11 km, one can observe a symbiosis of the pre-revolutionary architecture (brick style), pre-war (constructivism) and the post-war architecture (the “Stalin Empire” style). The most impressive architectural sites of the avenue include the Leschynskyi’s house and Badovskyi’s estate, the Holy Protection Cathedral, the houses of Wegman, Kozliner and Orlov, and Glinka Concert Hall. Zaporizhia’s thoroughfare is

embellished with numerous squares, parks and fountains, including Fountain of Life on Mayakovsky Square.



SUBSTANTIATION OF THE STRATEGIC CHOICE

The strategic choice of the objective and the city's desired development pathway stems from defining the Mission and Strategic Vision of its future based on the resource-and-problem analysis.

The city's Mission is the primary purpose and reason for its existence, the reason of its emergence, a complex of unique historical and contemporary peculiarities and competitive advantages, which the city has already had and which the community would like to preserve for its further development or obtain in the course of a conscious city development process. The Strategic Vision is a joint, coordinated, consensus-based citizens' idea of the city's future. The Strategic Vision represents the expected outcomes that the community intends to achieve and that are based on the city's essential features and strategic areas.

A series of studies conducted to analyze the opinions of the entrepreneurs and community members made an afforded ground for shaping Zaporizhia Development Strategy as the strategy of sustainable development based on harmonious transformation of the economy in the framework of energy-and-resource efficiency, deep differentiation based on services sector development, creative economy, bringing environment to the proper condition, and comprehensive promotion to preserve the city's population.

Mission

Zaporizhia is a keeper of historical memory, a Ukrainian spiritual centre, the birthplace of Ukrainian nation, a spiritual centre of Slavic civilization and national mental strength. Khortytsia is the threshold from the past to the future, it is a dynamic and young city of robustness and energy.

Vision

Zaporizhia — 2028:

- A city of clean energy and fresh air, transparent water and tidy river banks, ecologically clean and safe, with numerous parks and gardens full of interesting recreation places;
- A powerful economic centre with mostly energy-efficient and eco-friendly economy, a capital of “air motors”, with harmonious combination of a lot of technological potential and high living standards, priceless cultural and historical heritage and unique tourist environment;
- A city whose every corner is cozy, clean, comfortable, beautiful and has a wide range of services, well-developed and convenient public transport, and as vibrant and spacious as the Dnieper River;
- An educational and research centre of global level, featuring all necessary conditions for developing people’s creative and professional skills; a city of health, culture and sports, spiritual harmony and mutual understanding, high national standards, creative self-fulfillment; a city as free and creative as the entire Ukrainian heritage.

STRATEGIC AREAS OF DEVELOPMENT

The fundamental component of the Vision of the city's development is improvement of the environmental condition. All the areas of the city's development shaping the Vision are based on the idea of protective approach and preservation of the environment, creation of the conditions for comfortable living and harmonious personality development.

To achieve the desired Vision based on the community's competitive advantages, four strategic areas of Zaporizhia development have been singled out:

A

A City of Healthy Environment
and Resource Preservation

C

A City of Convenient, Safe
and Creative Urban Planning

B

A City of Entrepreneurship
and Creative Economy

D

A City of High Living Standards



The selected strategic areas are interrelated and predetermine the major domains of community functioning where it is necessary to concentrate efforts for achieving positive results of development, protection and revival of the city's environment, enhancement of competitiveness in attracting investments, new workplaces, labour resources, tax revenues, and budget financing. All the strategic Areas of city's development are of equal importance. The sequence they are laid down in the Strategy is not related to the level of significance for the city in broader terms. Strategic and Operational Objectives are defined for each Area. Strategic objective is an expected outcome of the "purposeful" activity in solving a key problem with the best use of resources.

Each strategic objective is detailed in the Operational Objectives, which constitute specific time-limited algorithms of actions related to achieving the Strategic Objectives. Operational Objectives are, actually, the projects that show how changes should be implemented and define strategic objectives in a qualitative manner, indicate periods for implementation, specific performers, outcomes of performance, scope and sources of financing, and specific measures.



A A CITY OF HEALTHY ENVIRONMENT AND RESOURCE PRESERVATION

The subject matter of the area, which is ensuring infrastructural energy saving and eco-friendly economy and city's life activity system, is defined in the light of the key problems of the economic development. An important element of this area is creating a system of efficient and cost-effective industrial and household solid waste management. It is necessary to introduce separate waste collection, sorting, and recycling of HSW, utilizing part of the wastes as raw materials and sources of alternative energy, introduce utilization of sludge deposits of the central waste water treatment plants (WWTP).

The interaction between the city's enterprises and local authorities will develop both in terms of development of monitoring the environmental condition and ongoing actualization of the condition of the city's life activity system in response to its needs.

For implementation of this area, the following strategic objectives are defined:

Strategic Objective A.1.

A City of Healthy Environment implies development of the system of monitoring the city's environment.

Operational Objectives:

A.1.1. Resource-Efficient and Cost-Effective Waste Management

Achievement of expected outcomes: creating a system of resource-efficient and cost-effective industrial waste management.

A.1.2. Reduction of Atmospheric Air Pollution in the City

Achievement of expected outcomes: improving the atmospheric air condition, making the population aware of atmospheric air condition.

A.1.3. Safe Water Supply and Water Disposal

Achievement of expected outcomes: safe and saving public potable water supply of proper quality and city's water disposal.

A.1.4. Improvement of Environmental Condition of the Minor Rivers and the Dnieper River

Achievement of expected outcomes: improvement of environmental condition of the minor rivers and the Dnieper River.

A.1.5. Environmental Monitoring and Awareness

Achievement of expected outcomes: creating an open system of monitoring the condition of environmental components and making community aware of the results of observations.

Strategic Objective A.2.

Resource-Saving and Energy-Efficient System of City's Life Activity System is based on implementation of a series of actions on ensuring sustainability of the essential services system based on energy saving.

Operational Objectives:

A.2.1. Development of City's System of Energy Resources Management

Achievement of expected outcomes: implementation of comprehensive energy management.

A.2.2. Development of Public Electric Transport Networks

Achievement of expected outcomes: extension and modernization of public electric transport.

A.2.3. Energy Efficient System of Street Lighting of the City

Achievement of expected outcomes: creating a system of "smart" street lighting with alternative energy sources used.

A.2.4. Energy Saving and Comfortable Dwelling and Energy Efficient Buildings in the Budget Sector

Achievement of expected outcomes: upgrading energy efficiency of residential buildings in the districts with residential buildings and in private housing areas to the proper level.







B A CITY OF ENTREPRENEURSHIP AND CREATIVE ECONOMY

The concept of this area lies in diversification of the city's economy through development of small and medium-size entrepreneurship and innovations, extension of scientific content of all economic sectors with a proper balance between traditional branches and creating conditions for raising flexibility of the city's economy and enhancing its competitiveness. Due to comprehensive support of investments into knowledge-intensive productions with high level

of energy-and-resource saving, it is appropriate to create conditions for the city's overall economic recovery. The traditional economy will include mechanical engineering and aircraft manufacturing, as well as continuation of scientific inquiry for new materials.

Joint efforts of entrepreneurs and local authorities will be aimed at searching for and promoting the goods and service of local producers both at Ukrainian and international markets.

In this area, the city has defined the following three strategic objectives:

Strategic Objective B.1.

A City of High-Tech and Eco-Friendly Industry

A concept of sustainable development of the city provides for wider application of the principles of environmental engineering with regard to further development of the large-scale industry sector, a comprehensive approach to the interaction of industrial production and the environment based on creation and well-minded operation of natural and industrial systems of various ranks. Municipal authorities, on terms of partnership, will seek mechanisms of influence making it possible to reduce the adverse effect on the environment, whose objectives also include deepening the actual cooperation between scientists and entrepreneurs.



Provision is made for assurance of equal competitive conditions for the businesses with high research intensity and application of eco-friendly technologies (creation of science parks, industrial business incubators) in order to ensure, as much as possible, favourable conditions for the enterprises of the engineering industry and close control equipment.

Conditions will be created for interaction between business and science, as well as platforms for presenting scientific research results (virtual trade shows).

Operational Objectives:

B.1.1. Development of New Types of Production with Low Technogenic Impact on Environment (in particular, processing industries and logistics)

Achievement of expected outcomes: creation of new enterprises with minimal technogenic impact on environment.

B.1.2. Consistent Implementation of Pro-Ecological Technologies in Business

Achievement of expected outcomes: implementation of pro-ecological technologies at the city's enterprises.

Strategic Objective B.2.

A City of Developed Entrepreneurship

Preservation of economic potential of the city, support for the processes of promotion at new markets by using powerful potential and flexibility of the small and medium-size businesses. Channeling of efforts to creating

entrepreneurial spirit: on the one hand, raising respect for entrepreneurship and shaping a positive image of the entrepreneur, on the other — fostering entrepreneurial culture and developing social responsibility of business.

Support for entrepreneurship will be ensured through the development of business infrastructure, start-up support system and optimization of regulatory policy. In order to improve the local business climate, it is planned to develop a detailed Programme for supporting small and medium-size entrepreneurship.

The promising areas will include manufacturing new materials, implementation of energy saving technologies in all the spheres of life, improvement of service provision for entrepreneurs, promotion of the IT-sector creating online-services for entrepreneurship.

Operational Objectives:

B.2.1. Improvement of Local Business Climate

Achievement of expected outcomes: creating favourable business climate, raising awareness of the local businesses of the institutional and resource opportunities.

B.2.2. Enhancement of Competitiveness of Entrepreneurship, Support of Local Producers and Exporters

Achievement of expected outcomes: increasing the number of entrepreneurs-exporters, active positioning of Zaporizhia producers at the domestic Ukrainian market.

B.2.3. Development of Human Potential for Entrepreneurship

Achievement of expected outcomes: training specialists sought-after at the local labour market, who are ready to be self-employed.



Strategic Objective B.3.

A City of Creative Economy

Creative economy calls for creating an attractive investment climate, contributing to enhancement of social harmony and development of social sphere and creating modern sectors of education and culture. For the city, it is the IT sector, creative and scientific research in the field of high precision mechanical engineering, design in its broadest meaning (from designing precision equipment to architectural solutions and clothing design). Zaporizhia is capable of developing local culture and generating new tradition-based ideas.

Operational Objectives:

B.3.1. Building Cultural Space for Creative Economy

Achievement of expected outcomes: creating a creative class in the city, increasing the scope of products in the sector of culture, increasing employment.

B.3.2. Commercialization of Science

Achievement of expected outcomes: creating databases of scientific proposals, creating a platform for cooperation between business and scientific institutions.

B.3.3. Support of Knowledge-Based Types of Production

Achievement of expected outcomes: attraction of international IT companies to the city's economy, creating a "Zaporizhia Electric Motor Car" Cluster.

Strategic Objective B.4.

Renowned Tourist Centre

A shift in the development of Zaporizhia paradigm will provide for utmost use of its tourist potential. For Zaporizhia, it is a new type of economy. Nonetheless, there is a need for identification of tourist clusters and their support.

It is necessary to ensure investment attraction to the sectors of culture and tourism, development of tourist infrastructure, including innovative types of tourism: industrial, event-related, spiritual, historical, Kozak, and natural.

Operational Objectives:

B.4.1. Tourist Infrastructure Development

Achievement of expected outcomes: making Zaporizhia one of the five top visited Ukrainian cities.

B.4.2. Identification and Support of Tourist Clusters

Achievement of expected outcomes: identification of existing clusters.

B.4.3. Creating Unique Tourist Products

Achievement of expected outcomes: creating unique tourist products, increasing the number of city visitors.



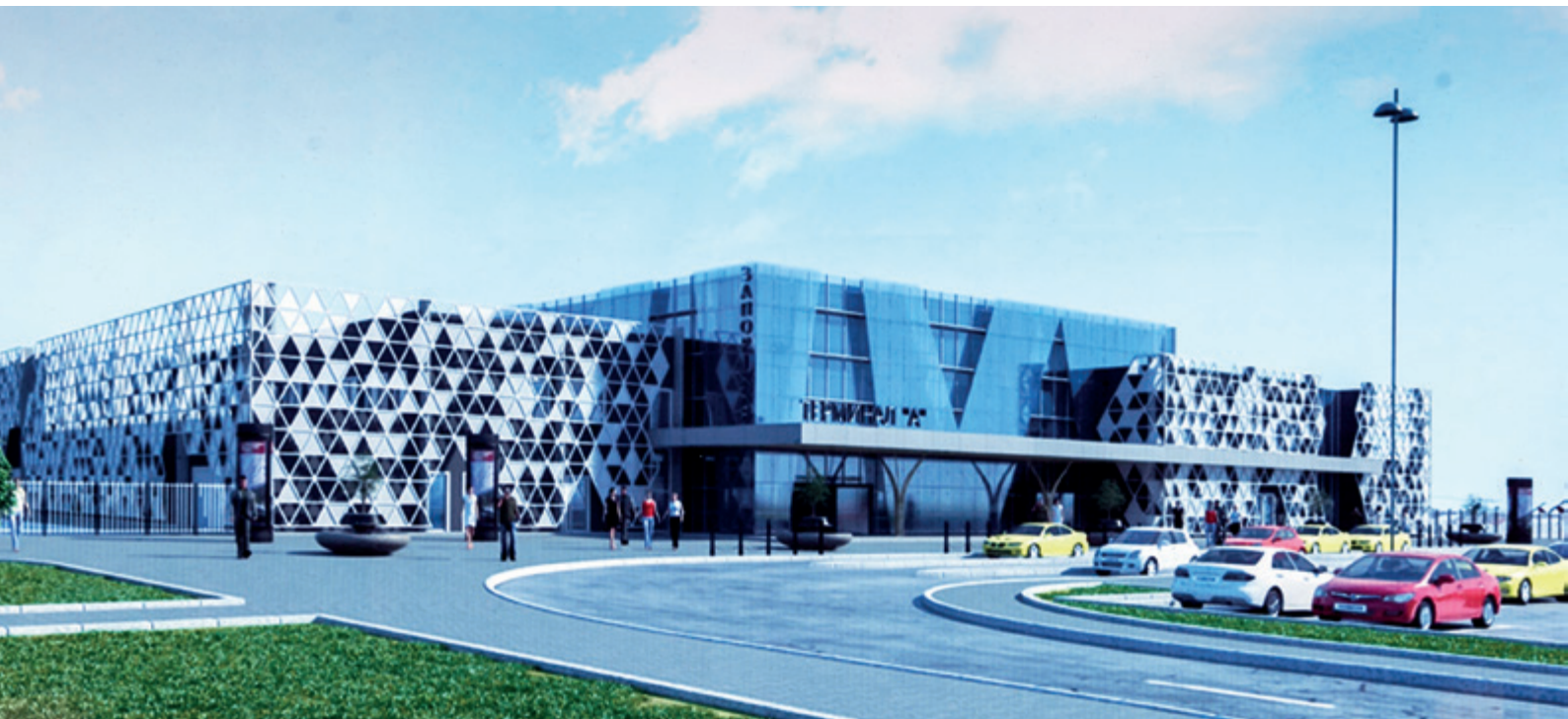
C A CITY OF CONVENIENT, SAFE AND CREATIVE URBAN PLANNING

This area includes transformation of city space into a safe one in terms of technogenic, ecological, and social security. The image of an industrial city will be gradually defocused, meanwhile, an intellectual, creative, spiritually charged and gender sensitive urban city space will be formed. It is suggested that the area should develop according to the strategic objectives, which will, in general, ensure improvement of transport connection, accessibility of city space and a new level of public amenities.

The development of the component linked to supporting historical and art objects will, over time, ensure development of tourism and promotion of the city as well as enhance its overall attractiveness.

Development of the city space as convenient and self-sustainable districts, with proper life activity systems, and, at the same time, as a single organic space having various types of connection, will be an impetus to developing new transport technologies. It is necessary to equally develop all the city's districts by providing public amenities and environmental safety and ensuring the best accessibility to the facilities of the social sector and the multimodal hubs. The gradual development of the facilities which are attractive from a tourist perspective may lay foundation for the development, first of all, of event-related and cultural tourism.

This area includes three strategic objectives, namely:





Strategic Objective C.1.

Convenient and Gender-Sensitive Transport Connection System implies creation of an urban environment which is comfortable, safe and accessible for all people in the city, has all necessary communications and ensures (a) developing eco-transport (trolley bus, trolley car, electric bus) in the city, which will make it possible to reduce the ecological pressure on the environment and (b) improving the city transport safety. Implementation of a GPS-navigation system for the entire city transport, construction of “smart” stops with tourist information and the universal “E-ticket” — all that will ensure the required conform parameters. It is also planned to introduce social taxi.

Development of Zaporizhia as a powerful logistic centre envisages air traffic development.

Operational Objectives:

C.1.1. Developing the Infrastructure of the ME “International Airport Zaporizhia”

Achievement of expected outcomes: in-

creasing passenger flow and improvement of passenger service, ensuring proper aviation safety level.

C.1.2. A City of Comfortable Transport Network

Achievement of expected outcomes: creating a system of passenger transport transit stations and bringing road infrastructure to the proper condition.

C.1.3. Development of Accessible Municipal Transport

Achievement of expected outcomes: the passenger flows are investigated and balanced, municipal transport and social institutions have a high accessibility level, the route networks are improved (optimizing the structure of the rolling stock of class I, II, A road transport) and registration of the passengers broken down by categories).

C.1.4. Development of the Network of City's Bridges and Crossings

Achievement of expected outcomes: the city's bridges, crosswalks and crossings are constructed/repaired.

C.1.5. A City Friendly to Pedestrians and Bicyclists

Achievement of expected outcomes: in response to citizens' needs, a networks of bikeways and footpaths is built.

Strategic Objective C.2.

Safe, Well-Equipped and Accessible Urban Environment

Following the poll results, citizens consider that entire territory of the city must be equally convenient and safe from the social and ecological viewpoints. In each district, there will be sufficient green areas and improved public amenities financed as part of the community projects. Thanks to cooperation with the business sector, the most important social areas will be provided with video surveillance systems. Presently, feeling of security in the city is impaired by the limited number of sources of reliable information about environmental condition, which also complicates relations between the business and the community.

Operational Objectives:

C.2.1. Landscaping Park Areas in the City's Districts Accessible to All Groups of Citizens



Achievement of expected outcomes: landscaping park areas accessible to all groups of citizens and healthy and meaningful recreation places in each district of the city.

C.2.2. A City of Creative Architecture and Urban Space Design

Achievement of expected outcomes: preparing up-to-date urban planning documentation and implementing a range of projects of shaping urban space aesthetics.

C.2.3. A Clean City

Achievement of expected outcomes: equipment with sufficient number of sanitation and cleaning service means and public amenities.

C.2.4. A Safe City

Achievement of expected outcomes: prevention, identification and suppression of administrative, criminal and terrorist violations and warning in case of emergency recovery from the events of natural and technogenic character; creating a city surveillance system.

C.2.5. A City of Healthy Traditions

Achievement of expected outcomes: creating conditions for sports activities in all the districts of the city, including construction of sports grounds in the housing complexes, park areas, transformation of schoolyards into the sports and wellness centres. A comprehensive approach will ensure promotion of sports and healthy lifestyle. Simultaneously, opportunities will be created for developing city's traditional Olympic sports.



C.2.6. Free Communication and Online Services in City Environment

Achievement of expected outcomes: transformation of the areas of the stops, higher education institutions, parks, public places into zones of informational access (Wi-Fi, in particular, in transport, places for gadget recharging).

Strategic Objective C.3.

Proactive City Marketing

The objective is promoting the city as a sacred place in Ukraine. It is necessary to shape a new image of the city, to make its rebranding: transformation from a metallurgy centre into a high precision place.

It should be marketed to various target audiences – potential investors, tourists (visitors) and residents of the city, i.e. it is necessary to create a city that would differ from other places, at the selected markets and in the minds of the target audiences. There is a certain range of brand values for each type of



target audience that is interesting to a specific target audience. Investors will be interested in the city, in particular, if it is a reliable partner with attractive investment conditions; tourists will come to a hospitable place with unique history, architecture and culture; its residents will appreciate its comfort, convenience and safety. This requires certain projects for “brand cultivation” in certain spheres of city life.

To manage a brand, it is necessary to build a certain organizational basis for branding, namely, regulatory and institutional provision of marketing the city.

As a result of implementation of a series of such measures, a positive investment and tourist image of the city will be created, which will enhance significantly the city's chances to find additional external resources for its economy

Operational Objectives:

C.3.1. Development of Khortytsia Island as a Centre of Spirituality and Historical Memory

Achievement of expected outcomes: shaping an image of Khortytsia Island as a centre of spirituality and historical memory, a consistent promotion of this image being implemented through a range of theme-based projects.



C.3.2. Shaping City's Brand and Marketing the City

Achievement of expected outcomes: adoption of a marketing strategy for the city's de-



velopment and creating a system of visual identification. A consistent rebranding of the city has been initiated.



D A CITY OF HIGH LIVING STANDARDS

In this area, the basis of the concept comprises the idea of general development of the social and cultural environment as reasons for Ukraine to join the “Creative Europe” platform, a framework programme for supporting the European cultural entity.

The area makes provision for transformation of the institutional approach to the management of the city's life activity spheres into a flexible, open and efficient system of management of the interrelated social processes. The basis of such transformation is orientation to a personality, creating conditions for personal self-fulfillment, including ecological and gender education of the city's residents and support of NGOs' ecology and gender-related projects.

It is envisaged to create peak conditions for personal self-fulfillment through implementation of strategic objectives aimed at developing civil society, educational and cultural environment and health protection.

The area includes three strategic objectives:

Strategic Objective D.1.

Education Space Meeting Modern Challenges

Transformation of Ukrainian education space and its integration into the global space will ensure high level of competitiveness of the graduates from the city's higher educational institutions of all levels. Creating conditions



for training specialists competitive at the labour market requires involvement of highly qualified specialists, development of training facilities and database of practices, by means of: defining the scope of the educational institutions which are important for the city from a strategic point of view; implementing the latest technologies and methodologies of education; enhancing a pragmatic component of training the students and preparing them for future occupational employment; improving the programme of ecological and gender education for various age categories of students; ensuring that every child has conditions for educational services available within their vicinity; creating conditions for competitive education within the established current educational sphere and technically equipped educational institutions.

Operational Objectives:

D.1.1. Creating a System of Competitive Education Meeting Labour Market Demands and Personal Development Needs

Achievement of expected outcomes: creating a system of competitive education meeting labour market demands and personal development needs.

D.1.2. Building City's Single Educational Space

Achievement of expected outcomes: building city's single educational space and ensuring equal conditions of access to institutions in all city districts.

D.1.3. Implementation of Education in the field of Sustainable Development, in particular, the Programmes for Ecological and Gender Education

Achievement of expected outcomes: introducing the programmes of ecological and gender education in academic activity.

D.1.4. Building a System of Lifelong Learning

Achievement of expected outcomes: implementation of a lifelong learning system.

Strategic Objective D.2.

An Optimized Healthcare and Social Services System

Implementation of medical reform in Zapozhzhia will ensure medical protection of the city's residents.

The city's healthcare system has the most reasons to become a leader in the development of insurance medicine and implementation of the projects of family medicine development, relying on traditions in insurance and innovative nature of specific healthcare facilities.



At the same time, achieving this objective will evolve due to promoting a culture of healthy lifestyle, sports and preventive healthcare for men and women.

The overall increase in the average age of population, existence of involuntary in-migration, high level of social vulnerability of a greater part of population require development of various forms of social protection.

Operational Objectives:

D.2.1. A City of Accessible and High-Quality Medical Services

Achievement of expected outcomes: citizens will receive accessible and high-quality medical services.

D.2.2. Establishment of Preventive Healthcare System

Achievement of expected outcomes: introducing preventive healthcare system, including for children and students.

D.2.3. Development of Social Services System and Introducing Up-To-Date Mechanisms for Their Provision

Achievement of expected outcomes: creating comfortable conditions for the citizens to receive social services, a well-developed system of providing social services (modernizing the existing and creating new institutions/departments).

Strategic Objective D.3.

Active and Responsible Community and Efficient City Management

Activization of the community will be fostered through creation and development of public communication spaces, involvement of the



community in implementation of the projects related to recovery and improvement of city's environment, involvement of the community in executive decision-making processes, ensuring equal conditions for all community groups, including establishment of third age institutes.

Development of up-to-date city management on the basis of quality management implies the widest use of the instruments of assuring transparency of all processes — from building and execution of the budget, in particular, participation in budgeting, to managing the territorial community resources.

Provision is made for introducing and ensuring that the E-data mechanism and “Open City” instrument are made publicly available.

Operational Objectives:

D.3.1. “Power and Community” System Communication

Achievement of expected outcomes: introducing “power and community” system communication.

D.3.2. Socially Important Information Distribution

Achievement of expected outcomes: introducing a system of socially important information distribution.

D.3.3. An Open City: E-Resources for Citizens and Support System for Their Use

Achievement of expected outcomes: creating a support system for the citizens to use E-resources.



CITY DEVELOPMENT STRATEGY IMPLEMENTATION

The Strategy provides for considering the economic, social and ecological needs of the city's community and will contribute to creating proper conditions of life and work, development and creative self-fulfillment of the city's residents.

The Development Strategy "Zaporizhia – 2028" represents new and ambitious goals for development and concentration in the areas which will give the territorial development the best chances in the future.

The Strategy will be implemented through a range of organizational, financial and information measures, with the support from all the parties interested in the city's development.

The Strategy will be implemented as part of three consistent and interrelated programme stages. For each of them, a specific Plan for Strategy Implementation will be developed: the first one – for 2018-2020; the second one – for 2021-2024; the third one – for 2025-2028.

The Strategy ensures simultaneous implementation of objectives for the extending the performance, distribution of positive experiences taking into account the city's financial opportunities, specifically, those which refer to attracting external financial resources.



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