



**LOCAL ECONOMIC DEVELOPMENT
PLAN**

Irpın City Council

Irpın – City of Wellness and Innovative Growth



ІРПІНЬ
МІСТО ДЛЯ ЖИТТЯ

Ukraine

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Introduction



Dear Citizens, Irpin is one of the few cities in Ukraine, which has been developing dynamically over the last three years and demonstrating significant achievements in the economic and social spheres of urban life. Over this time, the city has been designed, constructed, reconstructed and refurbished objects more than during the last decade. Just for one-year more than 50 important social infrastructure objects were discovered-the largest number in the Kyiv oblast. Parks and squares are being arranged, stadiums and kindergartens are being built, playgrounds and sports complexes are being built, new roads and sidewalks are laid. Irpin is updated; it becomes a symbol of hope and a revival of life.

The turning point in the history of Irpin's development was the adoption in 2015 of the Strategy for the Development of the Irpin Region by 2020. Our strategic goal is to live in a healthy society, in a safe, comfortable and energy efficient city with an environmentally friendly to business, in the ecopolis of tourism and recreation.

Today in Irpin, the best conditions for business development and investment projects implementation has been created. The city successfully co-operates with international financial organizations. Nevertheless, there are still many issues in the region's economic development. In 2017, Irpin joined the project "Mayors for Economic Growth" (M4EG) - a powerful initiative of the European Union within the framework of the Eastern Partnership. Participation in the project contributed to a deeper analysis of Irpin's potential to improve the current economic situation and became an impetus for the development of the City Economic Development Plan aimed at supporting small and medium-sized businesses, and transforming the Irpin Region into a powerful Ecopolis.

Our team firmly believes that a strong desire to reform the city's economy and creation a supportive business environment will be able to withstand all the negative manifestations of modern civilization, and people in Irpin will be able to effectively develop small and medium businesses, transforming the life of their community. Changes cannot be stopped.

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CONTENT

	page
1. Summary	4
2. List of Tables and Charts	5
3. List of Abbreviations	5
4. Introduction to the Plan	6
5. Drafting Process of the Local Economic Development Plan	7
6. Local Economic Analysis	7
6.1. Analysis of Local Economic Structure	7
6.2. Cooperation and Interaction on Local Level	8
6.3. Transparent, Corruption Free Administration Supporting Business Growth	9
6.4. Access to Funding	10
6.5. Land Resources and Infrastructure	10
6.6. Legal and Institutional Framework	11
6.7. Qualified Work Force. Inclusive Approach	12
6.8. Self-Presentation and Marketing	13
7. SWOT Analysis	15
8. Vision and Objectives, Expected Outcomes	16
9. Action Plan	17
10. Financing Scheme	20
11. Indicators and Monitoring Mechanisms	22
12. Appendixes:	
Appendix 1. Regulation on Establishing a Working Group	
Appendix 2 Membership of the Working Group to Draft the Local Economic Development Plan	
Appendix 3: Tables	

1. Summary

The city of Irpin is located in the suburbs of Kyiv. It is a CITY OF WELLNESS AND INNOVATIVE GROWTH. Safe energy efficient and comfortable to live city with developed business, attractive investment climate, and quality infrastructure. The city of proactive young people, with comfortable living conditions, entertainment, and leisure. It is how the inhabitants of Irpin who see their city in 2020.

The city has huge potential for attracting investments, developing entrepreneurship, implementing joint projects with business, which is the basis for building of the comfortable and modern city, improving the well-being of residents. An important factor is the political will of the administration who are urging for change, there are skilled workers and broad connections in the business circles with a high level of interaction between authorities and the community. The weaknesses include the presence of a non-constructive opposition that interferes the sustainable economic development, the pendulum migration of labor potential, and an inadequate level of quality of services provided by local government administration.

Despite the challenges, Irpin should take the opportunities and aim for its goal. The opportunities are plenty, such as implementation of decentralization reform, running local reforms meant to improve living standards and doing business, inflows for external investment and new technologies due to the growth of positive image of the city, access to external financial resources.

The city is already implementing effective tools for local economic development based on efficient cooperation and partnerships between authorities, community, and business. It actively engages young people to manage the city, develops spiritual and cultural capacity of citizens backed by historical, artistic, creative, and contemporary advantages of the city.

City authorities implement activities to raise social standards of life as a level of satisfaction of material, cultural, and spiritual needs of a person, and development of youth creativity.

Key planned objectives are:

- to intend to stimulate business development in Irpin region,
- to stimulate partnerships between SMEs and local authorities in terms of economic development and planning,
- to facilitate improvement of investment climate of the municipality,
- to foster entrepreneurship among young people,
- to foster networking and dissemination of information about the city all over Ukraine and beyond to search for new partners and investors,

Implementation of the set objectives implies using budget funds, contributions from businesses, and international institutions funds.

2. List of Tables and Charts

- Table 1: Action Plan
- Table 2: Funding scheme
- Table 3: Monitoring Indicators
- Table 4: Classification of Companies Size-wise
- Table 5: Classification by Types of Economic Activities
- Table 6: Distribution of Private Sector Companies by Headcount and Types of Activities
- Table 7: Assessment of Cooperation on Local Level
- Table 8: Sectors (and subsectors) with prospects for growth, and their challenges
- Table 9: Needs of Private Sector for Land Resources and Infrastructure
- Table 10: Legal and Institutional Framework
- Table 11A: Current Condition with Qualified Work Force
- Table 11B: Ways to Strike Balance Between the Demand for Qualified Labour Resources and Employment Opportunities in Municipal Education – system analysis
- Table 12: How Citizens Perceive the Place
- Table 13: Form for Description of Actions

3. List of Abbreviations

LGA - local government administration

CSO – Civil Society Organization

NGO – Non-Governmental Organization

SME – small and medium enterprise

LEDP – Local Economic Development Plan

IE – individual entrepreneur

CAS – Center for Administrative Services

CCI – Chamber of Commerce and Industry

4. Introduction to the Plan

The Irpin City Council is part of the Kyiv interregional, regional and inter-district system of resettlement with the center in Kyiv, and the region itself acts as a rayon (urban) settlement system of settlements (Vorzel, Gostomel, Kotsiubyns'ke) with the center in the city of Irpin. The Irpin Region is part of the suburban zone of Kyiv (near the zone), which almost coincides with the borders of the Kyiv inter-rayon settlement system.

The distance between Kyiv and Irpin is 25.9 km. The main transport connection between Irpin and Kyiv is provided by the international road of state importance (M-07) Kyiv-Kovel-Yagodin, which coincides with the highway of the international European highway E-373, the regional highway of national significance (P-30) (entrance to Irpen from Kyiv) and the Kyiv-Korosten railway line.

As of 01/06/2018, according to the statistics in the city of Irpin, the present population is 92569 people, and the permanent population is 91476 people. The population growth rate is 1571 people. In January-June 2018, in the city was born 340 children, and died - 503 people, the natural reduction was -163 people. The number of able-bodied population is 66088 people. Statistics on the distribution of the working-age population by gender: 32 510 men, 33578 women. The average age of the able-bodied population is 42 years.

Mid-term planning of local economic development shall involve efforts of different community subjects (from the executive committee to representatives of big employers in the city, micro business, business associations, public representatives, and academia) and shall be a basis for city development agenda.

Local economic development planning for the medium-term perspective, which is the result of the work of various community actors: from the executive committee to representatives of large city employers, small businesses, business associations, the general public and academics, should be the basis for urban development programs.

In order to achieve our objectives in a shorter term, we are working in partnership with business and the public for two years to implement the Plan of local economic development as part of the Initiative "Mayors for Economic Growth". The decision to join Irpin to the new initiative of the European Union, the Mayors for Economic Growth (M4EG), was adopted by the deputies of the Irpin City Council at the regular thirty-fourth session, which took place on June 1, 2017.

It should be noted that this initiative is aimed to support and develop the local economy of the Eastern Partnership countries, in particular, promoting the activities of mayors and municipalities at the local level for economic growth, job creation, capacity development and technical skills.

Due to such close proximity to the capital city, there is ongoing increment of residents in the local community. Unfortunately, proximity to the capital induces loss of highly qualified professionals and others, thus causing deficit of workforce.

Therefore, in order to mitigate vulnerability of the city's economy to fluctuations in international financial markets, and reduce dependence on external crediting, more focus is eventually laid on effective use of own resources, on creating own territorial amalgamation based on partnerships between authorities, community, and business.

By no means, the Plan for local economic development does not intend to substitute the Program for Social Economic and Cultural Development of the City for 2018, the Strategic Development Plan for 2020 or any other designated programs, but only specifies and deepens some of these documents. Key focus of the Plan is on the development of private sector in order to stimulate growth, development, and increase employment levels, which are highly important items worth elaborating.

Another peculiarity of the Plan is about the fact that it had been drafted in a dialogue and close cooperation between authorities, community, and economic entities operating in the city.

Costs for the implementation of the plan shall be covered both from the city budget, and from economic entities of the city, funds raised through public-private partnership projects, as well as from donor organizations.

5. Drafting Process of the Local Economic Development Plan

To draft the Plan, city mayor issued a directive to establish a working group to draft the Local Economic Development Plan. The group included 32 members.

⅓ of the working group members represent civil society and businesses. Civil society representation is rather diverse and includes young people, military servicemen, and persons of other qualifications. Business is represented both by employees of communal companies, and of private sector.

The working group worked according to the following principles: openness principle, principle of collective leadership, principle of innovative approach (stakeholders drafting the Plan primarily focused on innovative approaches and solutions getting outside the established practices of the local government administration), principle of methodological accuracy.

External specialized organizations were engaged to the drafting of the LEDP.

Over the period of drafting, 7 meetings of the working group took place. A survey of the local community residents and business representatives was conducted.

Due to consistent activities of all actors engaged, the document was drafted with account for needs of the city and its residents from different perspectives.

6. Local Economic Analysis

6.1 Analysis of Local Economic Structure

Industrial products are manufactured by 28 industrial enterprises included to the core circle of statistical survey, with different forms of ownership. Private sector prevails. Its share in the total industry volume amounts to ab. 95%.

According to the data of industrial enterprises included into the core of statistical survey, the sales volume over the period of January to June, 2018, was 2,122,177.7 thousand hryvna (EUR 66,318,000).

One of the largest industrial enterprises is “Kominvent” private company is driving up its production facilities, and expanding the range of spare parts for stainless steel chimneys, and develops professional production of ventilation systems. “Vista” LLC expands the range of new kinds of sauces produced upon customers requests. “Vetropak Hostomelskyi Sklozavod” PJSC is a manufacturer in Ukraine to apply the technology of narrow-neck press blow to produce 0.3 l colorless glass bottles. The technology allows a small bottle weight (only 180 g), stability, and other properties crucial for transportation and use. The bottle of the kind is excellent to preserve a product, while the screw cap is easy and quick to open. “Planeta Plastyk” LLC largely focuses on modernization and using latest equipment. The total output of the company is 3,500 tons of polyethylene articles a month. “NVO Ekosoft” LLC studies and develops new technologies and products for water treatment. On average, they add 10 new SKUs a year. They use European equipment (automatic molding machines) and supply their products to over 10 other countries.

The inactive enterprises were addressed, to find repurposing options and arrange the competitive products production by attracting investments. “Irpınmash” PJSC needs investment to convert the company to extract and process peat to produce household heating materials twice cheaper than natural gas.

Besides, the factors instrumental for industry development are still relevant. They include increase in prices for energy resources in the middle of budget year; unjustified increase of custom duties for imported spare parts, raw materials, and equipment; repeated delays and inflated value for imported raw materials; complicated loan procedures for implementation of innovations; lack of raw materials for certain industries.

According to recent reports of Borodiany unit of Vyshgorod unified tax inspection, as of 01.07.2018, the city of Irpin, and the villages of Vorzel, Hostomel, and Kotsiubynske, record 9,368 registered tax paying small enterprise entities (of which there are 5,450 individual entrepreneurs; and 3,918 legal entities).

The number of employees at small companies keeps changing. Over the first six months of 2018, the number is 8,550 persons. The share of small and mid-scale businesses in the total output of products (works, services) over the reporting period is 15.2 %.

The share of revenues from small businesses to the budgets of all levels over the first six months of 2018 amounts to 61.4% from legal entities, and to 23.1% from natural persons.

Thus, in the region quite well are represented industrial enterprises, which pay considerable attention to increase of volumes of industrial production, to increase of efficiency, release of new types of products. Small entrepreneurship is developing, quantitative and financial indicators are constantly growing. In addition, there are a number of challenges and challenges that need to be addressed at the local or state level.

More details can be found in Appendix 3 of Table 4, 5, and 6.

6.2 Intersectoral Cooperation and Interaction on Local Level

To provide for effective cooperation of entrepreneurial entities in the city with the city executive committee to implement state policy in the area of business development, there were established the Intersectoral Council of Entrepreneurs and the Coordination Council for Entrepreneurial Development. More details can be found in Appendix 3 of Table 4, 5, and 6.

One of the key areas of their activities is to stimulate business development in Irpin region and to encourage partnership between SMEs and local authorities in terms of economic development and planning.

City government organizes and conducts a number of events that enhance better quality for a dialogue with the community and business, and help establish effective cooperation and account for the position of each actor in further activities. They include the organization and running of conferences, meetings, round tables, and workshops engaging businessmen, CSOs, and local licensing authorities to discuss improvements for the permit system in the field of economic activities. These are also business meetings with representatives of businesses of the city and villages, with representatives of SMEs in order to implement joint investment projects. Open discussions, round tables, meetings of advisory bodies of executive authorities to discuss draft regulatory acts.

To enhance the development of business and establish business relations with other regions, the city government organizes fairs and exhibitions engaging local producers.

An indicative case for cooperation between authorities and business aimed at development and support of beginner entrepreneurs is a competition for business projects for ATO veterans "Startup Irpin." It was launched in June, 2017, intending to improve lives of the ATO veterans by offering support to their business activities to open their own businesses. The non-repayable grants of UAH 200,000 for the winners is awarded to start businesses.

Introduction of participatory budget in the city is another successful case of cooperation. The tool enables the community to independently decide on spending of part of the city budget. On the other hand, it helps understand that the budget shall be planned and the money could not be enough for everything at once.

With account for the abovementioned, it can be concluded that the dialogue between authorities, community, and business is highly developed. There are mechanisms for everyone to express their positions, to raise objections, to receive information or support.

There are obviously many other unattended things. All activities in the area will focus on keeping and improving the available forms of cooperation, and on preparing the ground for new forms of interaction.

One of the priorities for the government, is to identify administrative obstacles for business activities, and to eliminate them. More details can be found in Appendix 3 Table 7.

6.3 Transparent, Corruption Free Administration Supporting Business Growth

In their activities, the city government is following the principles of transparency, integrity, response to the needs of local community residents and business, investment-oriented approach, simplification of procedures for opening and running a business.

One of the forms of cooperation is providing consultations to business entities about their engagement in tenders to supply (provide) products, goods, works, and services to budget-funded institutions in the city and the villages.

One of the best practices of cooperation was to introduce a preferential system for rent paying, with the delayed payments and crediting costs for repairs and equipment towards the rent. As of 01.01.2018, 3,953.1 square meters were leased out to 54 business enterprises.

Special focus is on establishing a dialogue of business, VET schools and Employment Centers. Therefore, efforts are made to organize round tables, discussions, and conferences on business development in the region. An important form to enhance professional capacity is exchange of experience on implementing new methods and technologies of doing business in Ukraine and internationally.

Irpın city training center organizes cooperation with business and VET schools to provide for employment of young graduates. Thus, due conditions are created to encourage employers to hire young people, especially to hire new graduates from schools of different accreditation levels for the entry-level positions within their majors.

Irpın City Employment Center analyzes labour market to identify the needs for qualified workforce in line with the industries and acting enterprises, as well as offers on the labour market. On the basis of the analysis findings, they develop a series of activities to provide business with the required qualifications and specialities of the workforce.

To provide for effective support of business development, the city has some functioning entities, such as: Fund for Entrepreneurship Support (Irpın City Fund for Entrepreneurship Support), State Budget Institution “Kyiv Regional Center for Investment and Development”, municipal company of Kyiv Oblast Council “Kyiv Regional Investment Company.”

To provide for favourable conditions for entrepreneurial development, to overcome administrative barriers, to decrease corruption levels, to reduce waiting time to receive permit documents in the area of economic activities, to improve coordination of activities of permit institutions, the city has a Center for Administrative Services (CAS) and a sector of public administrators. CAS of Irpın city council offers 69 kinds of services. Since the start of the year, the CAS has received 19 055 requests; and offered 18 289 consultations.

An independent survey was conducted to identify public opinion. Most respondents claim that currently the city has rather open authorities, a qualified mayor, and a strong team. However, there is a need for more system-based approach to inform the community on activities of authorities, and on the decisions adopted and discussed, as well as for more communication channels to connect with the community.

In addition, improvements are needed for the system of reporting for revenues and expenditures from the local budget, and for the planned costs and projects.

One of the efficient tools would be the establishment of a consulting advisory authority of business representatives to communicate current issues and needs of business to local authorities, as well as to cooperate and support each other. More details can be found in Appendix 3 Table 8.

6.4 Access to Funding

The volume of direct investment (share capital) invested into the city of Irpin since the start of investment activities, as of July, 1, 2018, amounted to 10,917.5 thousand euro, that is 5.8% less than the volume of direct investment as of beginning of 2018. The amount per capita was EUR 124.2. Key investing countries include Austria, Cyprus, Denmark, UK, British Indian Ocean Territory, Israel, Poland, and the Republic of Seychelles. The largest volume of direct investment was invested into industrial enterprises, into organizations dealing with real estate transactions, into companies of wholesale and retail trade; automotive and motorcycle repairs, transportation, storage facilities, mailing and courier delivery; and into companies for temporary accommodation and catering.

Currently, in the financial services market, there is a network of institutions offering services to small enterprises, such as commercial banks, micro-lending lines, warranty and insurance companies, 2 investment funds (Municipal company of Kyiv Oblast Council "Kyiv Regional investment Company" and the State Budget Institution "Kyiv Oblast Center for Investment and Development").

In order to foster local companies establish business relations, fairs and exhibitions are organized, engaging local producers. Business meetings for SMEs representatives in the city and the villages are organized and conducted intended to implement joint investment projects.

Irpin's successful case on project funding is a competition of business projects for ATO veterans "Startup Irpin." The non-repayable grants of UAH 200,000 are allocated (EUR 6,250) for winners to start their individual entrepreneurial activities and small businesses.

The city of Irpin is actively working with the Nordic Environment Finance Corporation (NEFCO) (a loan) and the E5P Fund (grant financing). The total amount of the loan grant financing and investment of the city for 2017-2018 is planned in the amount over UAH 140 mln (EUR 4,375,000).

Possible sources of funding for ongoing work are: European Bank for Reconstruction and Development, UNDP / EU Community Based Approach for Local Development, Grant Assistance to Human Security Projects KUSANONE, etc.

To expand opportunities for businessmen and the city to seek for financing, on August, 30, 2018, at the session of Irpin city council, they adopted provisions and membership of the Irpin Investment Council.

The Investment Council included businessmen, employers, lawyers, and CSOs representatives. The consulting advisory entity at the Irpin City Council is headed by Volodymyr Karpluk.

Key tasks for the Investment Council include attracting investment into the development of Irpin region, shaping an attractive investment image of the region, and developing the Investment Strategy for Irpin.

6.5 Land Resources and Infrastructure

The city's housing stock (private sector households excluding) numbers 297 buildings, including 244 units of municipal ownership, with the total area of 599,938.3 sq m.

The housing area of the city currently engages 4 municipally owned enterprises rendering services of water drainage, water supply, heat supply, maintenance of dwellings, urban beautification and lighting systems.

The municipal ownership of the city includes 1320 thousand m² of roads with the length of 132 km (including 110 km of hard surface pavement), 41 km of sidewalks and walking paths with hard surfaces,

207,650.75 hectares of plantations areas, 6 parks of culture and entertainment, 4 public gardens, 2 parkways, and 1 stadium. A big part of existing roads does not comply with the current standards. The condition of the road surface is deteriorated partially due to the more intense traffic of motor cars and due to natural wear of existing structures of road dressing.

The open problematic issues are connected with the difficult financial economic condition in the field of housing utilities due to incompliance of the current tariff rates for utility services to the level of economically reasonable costs for production and rendering of such services, since there is continuous growth of prices for energy and material resources; significant depreciation of the fixed assets of companies in this field, the use of worn-out and obsolescent equipment; lack of funding for the development of the sector.

The city is trying its best to create sites attractive for business location or expansion of production facilities by allocating and preparing land plots that could be used for manufacturing operations. There is ongoing inventory stock-taking of lands in the current industrial areas, jointly with the owners; and of the use and reconstruction of the property complex of acting and inactive enterprises and municipally owned facilities of the local community. Development and adoption of the Program for Revitalization of Neglected Industrial Enterprises, change of the functional profile of the building and drafting investment proposals and projects.

Support from local authorities also includes, among other things, offering premises for lease to small companies and individual entrepreneurs. Thus, as of 01.01.2018, 54 business entities leased out 3,953.1 sq m of premises.

Since the start of 2018, Irpin city council executive committee has conducted ongoing construction monitoring and started collecting input data to update urban planning documentation of Irpin city. In the first six months of 2018, it was registered and issued 221 construction certificate for development construction of land plots, and 57 city-planning requirements and restrictions. Operations of the city planning cadaster at the department is under improvements.

Transparency of permit procedures for construction is provided, public opinion is taken into account when deciding on planning and construction of land, while advanced architectural structural and technical solutions are introduced in drafting and implementing economical and energy efficient designs of residential housing. The volume of completed construction works for the period from January to June, 2018 in the city of Irpin was UAH 85,861 thousand (EUR 2.6 mln), which is twice as higher than in the same period of the previous year.

The tasks that would enhance transparency and foster entrepreneurial development include, among others, the drafting of open list of land plots available for lease, with the rent and duration of the lease agreement indicated; the drafting of open list of premises available for lease, with the rent and duration of lease agreement indicated; creation of easy to use and accessible databases for investors and residents.

Since Irpin and the nearby villages face deficit of financial resources needed for the development of the city, while at the same time the city owns industrial areas, a rather developed infrastructure and accessibility by transport, and has highly qualified workforce and favourable geographical location, the efforts to attract investment for the development of its economy are of high importance.

More details can be found in Appendix 3 Table 9.

6.6 Legal and Institutional Framework

SMEs representatives indicate a number of administrative barriers that impede development of business locally. Most respondents highlight the inconsistency and controversies between different legal acts regulating entrepreneurial activities; slow pace of legal adaptation to the EU standards, excessive tax burden and the overloaded reporting system, insecurity of businesspersons about stability and transparency for their business operations.

To create favourable conditions for entrepreneurial growth, for overcoming administrative barriers, for reducing waiting time to receive permit documentation for economic operations, to improve coordination of activities of licensing authorities, the city has a functioning Board for Administrative Services and Requests from Citizens (Center for Administrative Services) "Transparent Office" (hereinafter – CAS) is located in the

premises of the executive committee of Irpin City Council (ground floor). It operates to enable economic and business entities to use a one-stop-shop to submit the required documents, to receive permits and approvals to run their businesses or to perform their activities. CAS has 38 work stations, an “E-Queue management system” is available to offer more comfortable services for citizens. There is a video surveillance system installed, a service of online monitoring and rapid response service (municipal guard).

Irpın City Council and its executive committee use CAS to render 71 administrative services approved by the Resolution of the session of Irpin City Council dated 07.09.2017 №2546-39-VII “On Approving a List of Administrative Services of the Board for Administrative Services and Requests from Citizens “Transparent Office” (Center for Administrative Services) of Executive Committee of Irpin City Council.”

An official website was created for the Center for Administrative Services of Irpin city <http://cnap.imr.gov.ua/>. Options are considered to introduce services to do paperwork, issue or exchange Ukrainian citizen passports, or international passport for Ukrainian citizens.

Open discussions, round tables, advisory bodies meetings of executive authorities engaging community and business representatives are regular to address draft regulations.

In line with the provision of the unified state regulatory policy, during the first six months of 2018, the official website of Irpin City Council publicized 2 draft regulations. Both passed all the stages of regulatory procedures and were adopted. In addition, the section “Regulatory Policy” published 1 regular tracking and 2 repeated drafts. As of 01.07.2018, the general register of own regulations of Irpin City Council and its executive committee lists 73 regulations.

To provide for effective cooperation of business entities of the city and the executive committee in implementing public policy for entrepreneurial development, the executive committee has established an Intersectoral Council of Entrepreneurs and the Coordination Council for Entrepreneurial Development.

City government is always ready to adopt a regulatory act meant to improve life in the community or business practices under the acting law. Authorities will be further pursuing elimination of all negative factors.

More details can be found in Appendix 3 Table 10.

6.7 Qualified Work Force. Inclusive Approach

City government pays special attention to the establishment of a dialogue between business, VET schools, and Employment Centers. In this regard, they organize round tables, discussions, and conferences on business development in the region. An important way to enhance professional qualification of entrepreneurs is exchange of experience in implementing new methods and technologies for doing business in Ukraine and internationally.

Irpın City Employment Center organizes analyses of labour market to identify the needs for qualified workforce according to the production sectors and available operating companies, as well as analysis of offers in the labour market. On the basis of the analysis findings, they develop activities to provide businesses with the required qualifications and specialties of the workforce.

Experts of Irpin City Employment Center conducted 6 workshops focused on public works and part-time employment that engaged 76 participants.

There are regular workshops and interviews with employers where the needs of employers for professional staff are explored. Over the reporting period, 24 workshops were conducted with the HR units of companies, institutions, and organizations.

During the first 6 months of 2018, Irpin City Employment Center sent for professional training, re-training, or qualification enhancement courses 109 persons. In particular, 86 persons of them had an on-job placement to enhance their qualifications on production sites. Key areas of study: manager, confectioner,

cook, accounting and bookkeeping, sales assistant for industrial products, HR manager, hair-dresser, office manager.

During the reporting period, 166 professional awareness and professional consulting events for young people were conducted, also for internally displaced persons, engaging in total 2434 persons. 12 professional orientation workshops were conducted for high school pupils, engaging 221 persons, and 1 professional awareness excursion was organized engaging 20 participants.

During the reporting period, the total number of persons covered by career orientation services was 3,561 persons, including 830 persons with the official unemployed status, and 2,731 persons of other categories. Of them, 1,556 persons were students of varied types of educational establishments, including 1,176 pupils of general education schools. The total number of the services rendered was 6,344, of which 3,379 services to persons with the official unemployed status, and 2,965 services to the employed persons.

The availability of the qualified workforce is affected by geographical proximity to Kyiv; insufficient number of jobs; vacancies are available only in the area of services; no Centers for retraining or enhanced training; low salary levels; growing competition in the labour market due to population growth.

To address problematic issues, the following focus areas were identified for the activities of city council jointly with the State Employment Service and other public entities in the next years: to improve quality of social services and their efficiency to the unemployed persons; to implement events to boost motivation to work, reduce unemployment periods and avoid de-professionalization; training and retraining of the unemployed persons upon requests from employers in the training schools of all levels and on production sites, at the expense of the Fund; to issue one-time payment to the unemployed to open their own business; to organize high quality specialized training; to organize specialized training and career orientation work with the high school students; to conduct social and psychological surveys on relevant issues for organization of specialized training, with account for peculiarities and needs of the city's economy; to post information on content and areas of specialization of general education schools of different types on the website of the Department for Education; to organize meetings of pupils with professionals from different areas, and to conduct excursions to production sites.

More details can be found in Appendix 3 Table 11A and 11B.

6.8 Self-Presentation and Marketing

In order to positively present the city, special focus is made on improving environmental condition and creating safe living conditions within Irpin region.

Irpin government puts special focus on the implementation of systemic promotion of investment opportunities of the city in international and national investment market. City promotion, spreading awareness about the city in Ukraine and other countries, cooperation with authorities of other countries, with international organizations, foreign institutions, in order to promote the city. Preparation and coordination of promo activities in Ukraine and internationally to spread awareness of Irpin city, its heritage, economic investment potential, etc.

Irpin has twin-city relations with 8 cities, one Ukrainian city among them: Milwaukee— USA; Borna— Germany; Pisz— Poland; Alitus— Lithuania; Panevėžys— Lithuania; Mtskheta— Georgia; Maladzyechna— Belarus; Smila— Ukraine.

To promote Irpin, the city hosts various international, national, and regional events. For instance, Irpin hosted the All-Ukrainian Tournament of Beyblade. The event was held on September, 16, at 11 a.m., at the central square in the city.

The goal of the tournament was to develop friendly relations among the peers, to shape strategic thinking and sports interests, to choose the strongest beyblader in the country.

From August, 19 to 25, 2018, Irpin hosted the VII World Football Cup among diaspora teams.

The competition engaged twelve teams from 11 countries of the world, such as Israel, Spain, USA, Poland, Republic of Moldova, Republic of Belarus, Czech Republic, Estonia, Bulgaria, United Arab Emirates, and Austria. The cup was conducted with the support of the National Olympic Committee of Ukraine and the World Congress of Ukrainians. It fosters business relations and closer contacts with other countries and Ukrainians and other nations all over the world.

The priority tasks in self-presentation and marketing of the city include search for sponsors to run promo campaigns in Ukraine and internationally. Publication of promo literature and souvenirs that help spread awareness of the city and its heritage, as well as its economic and investment potential. Preparing and organizing activities for the city to participate and represent itself at fairs and exhibitions intended to promote the city. Support, content writing and promotion of information resources of Irpin City Council in the Internet. Organization and conduct of press tours, spreading awareness in social media and mass media.

Organization of exhibition forums, and product fairs. Production of promo materials and products for the events, jointly with the companies and entrepreneurs. To contact with Kyiv chamber of Commerce and Industry and Kyiv Oblast State Administration about organizing and attending exhibitions, forums, trade fairs by Ukrainian and international companies, representatives of local self-governments, executive authorities of other regions, business, and associations of entrepreneurs.

During all the events where city participates, there are ongoing efforts of search for investors through personal meetings, dissemination of promo materials about the city and its potential.

The future plans include organization and conduct of theme-base presentations and business meetings as part of fairs, to disseminate promotional and advertising materials of companies and organizations among potential partners, regional CCIs, CCIs abroad, trade and economic missions at the Embassies of Ukraine in other countries and at foreign embassies to Ukraine.

Appendix Table 9.

7. SWOT Analysis

SWOT analysis was developed by the working group including representatives of authorities, business, CSOs, and media. The analysis of current economic situation in the city and the factors instrumental for the development of economic potential and business climate, as well as the available statistical and factual data, the working conducted a SWOT analysis of the city. It would help identify most promising and realistic projects for local economic development, with account for strengths, weaknesses, opportunities, and threats.

Strengths	Weaknesses
- competence and political will of the city leaders; - acting department in the executive committee for investment activities; - established business relations with international donor organizations and projects; - high interaction level of local government administration and CSOs; - experience in event organization, also international events - favourable economic and geographical location, close proximity to the capital of Ukraine, the city of Kyiv; - positive trend in changes in the numbers of population and the category of employable citizens; - developed area of residential development; - developed area of services, trade, public food services, health care, education, and culture.	- non-constructive opposition that stands in the way of development; - shuttle migration of labour, which undermines the quality of the workforce structure in the cities of their residence; - insufficient quality of services rendered by local self-government.
Opportunities	Threats
- implementation of decentralization reform; - local reforms to improve living and business standards; - receipt of outward investment and new technologies due to improving positive image of the city; - accessible outbound financial resources; - fighting bureaucracy, creating a transparent non-corrupt environment.	- negative changes in the national law; - military conflict in the East, possible population growth; - instable national currency; - instable political situation; - inflation processes; - increasing distrust to public authorities.

Analysis considered, it could be concluded that strengths and opportunities largely outnumber weaknesses and threats. Therefore, a well planned agenda and clearly defined objectives and implementation mechanisms will enable desired outcome with no particular obstacles.

8. Vision and Objectives, Expected Outcomes

IRPIN – CITY OF WELLNESS AND INNOVATIVE GROWTH. Safe energy efficient and comfortable to live city with developed business, attractive investment climate, and quality infrastructure. The city of proactive young people, with comfortable living conditions, entertainment and leisure.

Key planned objectives are:

- to intend to stimulate business development in Irpin region,
- to stimulate partnerships between SMEs and local authorities in terms of economic development and planning,
- to facilitate improvement of investment climate of the municipality,
- to foster entrepreneurship among young people,
- to foster networking and dissemination of information about the city all over Ukraine and beyond to search for new partners and investors,

9. Action Plan

Each action within local economic development was determined in accordance with the general vision and goals of local economic development discussed and agreed by the stakeholders. To develop each suggested action, a small team will be established in charge of its implementation, to be accountable to the Monitoring Committee.

Table 1 Action Plan

Theme Block	Key Objectives	Project Actions	Duration (start - finish)	Engaged Partners	Planned costs national currency (EURO equivalent)	Indicators for monitoring	Outcomes
1. Inter-sectoral cooperation and interaction on local level 2. Self-presentation and Marketing 3. Qualified Labour, Inclusive Approach	1.To stimulate the development of business in Irpin district. To stimulate partnership between SMEs and local authorities in terms of economic development and planning	1.1.To create a platform for discussion of local economic development plan in close cooperation with business and civil society in the field of youth policy	Regular basis, once in a year	Administration, Center for Entrepreneurial Support, business, "Irpín Development Agency" NGO, media	UAH 3,000 (100 EUR)	Number of participants (min 200) and attendance rate of the invited participants	Implemented effective mechanisms for adoption during 1 to 2 months of changes or initiatives of local community identified as useful. It was created a permanent platform for a dialogue between SMEs and authorities.
		1.2. To foster opening of 20 informal and new companies (16 youth projects)	01.01.2019-01.12.2020	Administration, Center for Entrepreneurial Support, business, "Irpín Development Agency" NGO	UAH 7,200,000 (EUR 240,000)	Number of conducted trainings, number of participants, attendance rate of invited participants, number of opened businesses, number of projects	Min 20 new companies started.

	2. To enhance investment climate of the municipality	2.1.Creating favourable conditions for investment climate	On a regular basis, once in 3 months	Administration, Center for Entrepreneurial Support, business, "Irpın Development Agency" NGO	UAH 1,500,000 (EUR 50,000)	Number of events conducted, number of prepared packages for investors	Attracted investment into the city with the total amount of over EUR 20 mln
		2.2.Developing an awareness campaign to attract investment	On a regular basis, once in 3 months	Administration, Center for Entrepreneurial Support, business, "Irpın Development Agency" NGO	UAH 1,500,000 (EUR 50,000)	Number of publications, attendance rate of the invited participants, number of signed contracts on cooperation	Attracted investment into the city with the total amount of over EUR 20 mln
1. Self-presentation and marketing 2. Intersectoral cooperation and interaction 3. Access to Funding	3.To foster entrepreneurship among young people	3.1.Creation of the Center for Creative Entrepreneurship for Young People and Support for Businesses, local authorities, and external clients	01.01.2019-01.06.2019	Administration, Center for Entrepreneurial Support, business, "Irpın Development Agency" NGO	UAH 1,500,000 (EUR 50,000)	Opened Center for Creative Entrepreneurship for Young People and Support for Businesses, drafted work plan for the Center's operations	Best practices from Ukraine to support youth entrepreneurship implemented in the city.

		3.2.Development of effective organizational structure of the Center's operations	01.01.2019-01.06.2019	Administration, Center for Entrepreneurial Support, business, "Irpın Development Agency" NGO	UAH 150,000 (EUR 5,000)	Effective organizational structure of the Center's operations, number of key persons in charge of their areas.	Best practices from Ukraine to support youth entrepreneurship implemented in the city.
	4.To foster networking and dissemination of information in Ukraine and beyond to search for new partners and investors	4.1.To create a platform for intercultural exchange between the Irpın region and the partner cities, and also with representatives of other countries.	01.01.2019-01.12.2020	Administration, Center for Entrepreneurial Support, business, "Irpın Development Agency" NGO	UAH 1,500,000 (EUR 50,000)	Number of visits to other cities, number of visits to other countries, number of signed cooperation agreements	Attracted investments into the city in the total amount of over EUR 200 mln. Business relations established with min 3 countries.
		4.2. Implementation of joint projects that would help create and develop entrepreneurial activities for the benefit of the community	01.06.2019-01.12.2020	Administration, Center for Entrepreneurial Support, business, "Irpın Development Agency" NGO	UAH 1,500,000 (EUR 50,000)	Number of projects	1 business center, 1 co-working, 1 business incubator, 1 innovations center and other entrepreneurial infrastructural facilities established in the city.

10. Financing Scheme

Since the implementation of some activities might require inmaterial resources, it should be assumed that some resources could be obtained in this way, but the following table shows them in monetary terms. For instance, many donor organizations offer technical aid in specific areas, while some NGOs or private sector companies agree to conduct certain activities contributing to the Action Plan with no need to allocate financial resources directly.

Table 2: Financing Scheme

Actions under the project [1])	Planned expenses	Sources of Funding [2]				Lacking funding	Notes
		Local Budget	Higher Level Budgets	Private Sector	Donors		
1.1.To establish a platform to discuss local development plan, in close cooperation with business and civil society in the field of youth policy	UAH 3 000 (EUR 100)				UAH 3 000 (EUR 100)		
1.2.To motivate the opening of 20 informal and new companies (16 youth projects)	UAH 7 200 000 (EUR 240 000)			UAH 3 705 900 (EUR 123 530)	UAH 3 494 100 (EUR 116 470)		

2.1. Creating favourable conditions for investment climate	UAH 1 500 000 (EUR 50 000)				UAH 1 500 000 (EUR 50 000)		
2.2. Organizing an awareness campaign to attract investors	1 500 000 UAH (EUR 50 000)				1 500 000 UAH (EUR 50 000)		
3.1. Establishing a Center for Creative Entrepreneurship for Young People and Support for Businesses, local authorities, and external clients with partners, and also with representatives of other countries	1 500 000 UAH (EUR 50 000)				1 500 000 UAH (EUR 50 000)		
3.2. Development of effective organizational structure for the Center's operations	1 500 000 UAH (EUR 50 000)				1 500 000 UAH (EUR 50 000)		

4.1. To create a platform for intercultural exchange between the Irpín region and the partner cities, and also with representatives of other countries.	1 500 000 UAH (EUR 50 000)				1 500 000 UAH (EUR 50 000)		
4.2. Implementation of joint projects	1 500 000 UAH (EUR 50 000)		UAH 750 000 (EUR 25 000)		UAH 750 000 (EUR 25 000)		
Total	UAH 14 853 000 (EUR 495 100)		UAH 750 000 (EUR 25 000)	UAH 3 705 900 (EUR 123 530)	UAH 10 397 100 (EUR 346 570)		

[1] According to Table №11

11. Indicators and Monitoring Mechanisms

Providing for implementation is a managerial task that implies control over activities of various organizations engaged in the process of implementing the Local Economic Development Plan.

Implementation of the plan will be monitored by the Monitoring Committee that includes representatives of local self-government, the public, and business, with due gender balance. Committee meetings will be run once in three months.

In addition to the Monitoring Committee, other forms of entities are possible to monitor the strategy implementation: a temporary commission of the city council; to authorize the permanent commissions of the

city council: on planning, on budgeting and financing; on social economic development, on municipal services and municipal facilities management of local community.

Table 3 Monitoring Indicators

Project(s) Actions / Ideas [1]	Duration (start of action [2]dd.mm.yyyy– end of action dd.mm.yyyy)	Expected Outcomes			
		Month 1 to 6	Month 7 to 12	Month 13 to 18	Month 19 to 24
1.1. To create a platform to discuss local development plan, in close cooperation with business and civil society in the area of youth policy.	On a regular basis, once a year.	- a schedule drafted for discussions with specific categories - project report released	- local development plan discussed with specific categories - project report released	- a schedule drafted for discussions with specific categories - project report released	- local development plan discussed with specific categories - project report released
1.2. To stimulate opening of 20 informal and new companies (16 youth projects)	01.01.2019-01.12.2020	- training program developed - awareness campaign conducted to attract participants to apply for the program - trainings conducted on how to start a business	- trainings conducted on how to start a business - 10 companies started - 8 youth projects implemented	- trainings conducted on how to start a business	- training on how to start businesses conducted - 10 companies started - 8 youth projects implemented

2.1. Creation of favourable investment climate	On a regular basis, once in three months.	- program for attracting investors drafted - 2 events conducted to attract investors	- investment support packages developed to support investors - 2 events conducted to attract investors	- 2 events conducted to attract investors	- 2 events conducted to attract investors
2.2. Creation of awareness campaign to attract investors	On a regular basis, once in three months.	- 2 events attended to attract investors - cooperation agreement signed	- 2 events attended to attract investors - cooperation agreement signed	- 2 events attended to attract investors - cooperation agreement signed	- 2 events attended to attract investors - cooperation agreement signed
3.1. Creation of the Center for Creative Entrepreneurship of Young People to support the businesses, local authorities, and external clients	01.01.2019-01.06.2019	-developed work plan for the Center	-opened Center for Creative Entrepreneurship of Young People to support the companies Completed on 01.06.2019		
3.2. Development of effective organizational structure for the Center's operation	01.01.2019-01.06.2019	-developed organizational structure for the Center's operations	- duties between the employees distributed - key persons identified in charge for activity areas		

4.1. To create a platform for intercultural exchange between the Irpin region and the partner cities, as well as with the representatives of other countries	01.01.2019-01.12.2020 Number of visits to other cities, number of visits to other countries, number of cooperation contracts signed	-key cities for cooperation identified -visits to other cities scheduled	-visits to other cities conducted to exchange experience	-key cities for cooperation identified - visits to other cities scheduled	-visits to other countries for exchange of experience conducted
4.2. Implementation of joint projects	01.06.2019-01.12.2020 Number of projects		-projects with other cities determined	- projects with other countries determined	-projects with other cities implemented - projects with other countries implemented

[1] According to Table №11

[2] According to Table №11

Appendix 3 :

Table 4: Classification of Companies Size-wise (pursuant to Economic Code of Ukraine)

Type	Annual Turnover, in Euro	EUR 418.5 mln in 2017
Micro-business (Individual Entrepreneurs)	<2(3690)	EUR 225.3 mln
Small business	<50(901)	EUR 77.8 mln
Medium size business	50 – 250(27)	EUR 58.2 mln
Big business	Over 250(1)	EUR 57.2 mln

Table 5: Classification by Types of Economic Activities

	Total, units	Of which			
		companies		IEs	
		units	% to the total number	units	% to the total number
Total	4619	929	20.1	3690	79.9
of which					
agro, forestry and fishery management	-	-	-	-	-
Industry	704	232	33	472	67
Construction	493	91	18.5	402	81.5
Wholesale and retail trade; maintenance of motor vehicles and motorcycles	1279	213	16.7	1066	83.3
transportation, storage facilities, mailing and courier delivery	270	41	15.2	229	84.8

<i>temporary accommodation and catering</i>	104	19	18.3	85	81.7
<i>Information and telecommunications</i>	124	17	13.7	107	86.3
<i>Financial and insurance activities</i>	198	47	23.7	151	76.3
<i>Real estate transactions</i>	414	56	13.5	358	86.5
<i>professional, scientific, and technical activities</i>	296	26	8.8	273	92.2
<i>activities in the area of administrative and assistive services</i>	203	48	23.6	155	76.4
<i>Education</i>	83	35	42.2	48	57.8
<i>Health care and social assistance</i>	51	14	27.5	37	72.5
<i>Arts, Sports, Entertainment and Leisure</i>	279	46	16.5	233	83.5
<i>Other Services</i>	121	47	38.8	74	61.2

Table 6: Distribution of Private Sector Companies by Headcount and Types of Activities

Types of Economic Activities	Number and % of companies								
	Total	Micro		Small		Mid		Big	
		units	%	units	%	units	%	units	%
agro, forestry and fishery management	-	-	-	-	-	-	-	-	-
Industry	704	472	67.1	204	29	27	3.8	1	0.1
Construction	493	402	81.5	23	47	68	13.8	-	-
Wholesale and retail trade; maintenance of motor vehicles and motorcycles	1279	1066	83.4	76	5.9	137	10.7	-	-
transportation, storage facilities, mailing and courier delivery	270	229	84.8	33	12.2	8	3.0	-	-
temporary accommodation and catering	104	85	81.7	13	12.5	6	5.8	-	-
information and telecommunications	124	107	86.3	10	8.1	7	5.6	-	-
financial and insurance activities	198	151	76.2	29	14.7	18	9.1	-	-
real estate transactions	414	358	86.5	50	12.1	6	1.4		
professional, scientific, and technical activities	296	273	92.2	19	6.4	4	1.4	-	-
activities in the area of administrative and assistive services	203	155	76.4	7	3.4	41	202	-	-

<i>education</i>	83	48	57.8	25	30.1	10	12.1	-	
<i>health care and offering social aid</i>	51	37	72.6	7	13.7	7	13.7		
<i>art, sports, entertainment and leisure</i>	279	233	83.5	8	2.9	38	13.6		
<i>rendering other services</i>	121	74	61.2	12	9.9	35	28.9	-	
<i>Total:</i>	4619	3690	79.8	516	11.2	412	8.9	1	0.1

Table 7: Assessment of Cooperation on Local Level

Name and/or function (area/topic involved)	Involved institutions / persons	Achievements (please, indicate here how it is implemented: such as on the planning stage, on project implementation stage, when rendering services, on a regular basis, or sporadically / one time)	Assessment: useful or non-useful
<i>Fund for Entrepreneurial Support (Irpina City Fund for Entrepreneurial Support)</i>	<i>authorities, administration of the institution</i>	<i>works on a regular basis</i>	<i>useful</i>
<i>State Budget Institution "Kyiv Oblast Center for investment and Development"</i>	<i>authorities, administration of the institution</i>	<i>works on a regular basis</i>	<i>useful</i>
<i>Municipal company of Kyiv oblast council "Kyiv Regional Investment Company"</i>	<i>authorities, administration of the institution</i>	<i>works on a regular basis</i>	<i>useful</i>

<i>Competition of Entrepreneurial Projects for ATO Veterans "Startup Irpin"</i>	<i>City government, local business</i>	<i>Started in June, 2017; objective – to improve life of ATO veterans by offering support for their entrepreneurial activities to start their own businesses. Non-repayable grants in the amount of UAH 200,000 is offered for the winners to start their entrepreneurial activities or small businesses.</i>	<i>useful</i>
<i>Support from local authorities, such as offering premises for rent to individual entrepreneurs and small businesses of the city</i>	<i>City government</i>	<i>As of 01.01.2018, 54 business entities leased out 3,953.1 sq.m of premises.</i>	<i>useful</i>
<i>Identifying administrative barriers for doing business</i>	<i>State administrator, licensing authorities</i>	<i>Conducted on an ongoing basis, respective proposals are drafted after the analysis.</i>	<i>useful</i>
<i>Organizing open discussions, round tables, sessions of advisory bodies of executive authorities to discuss draft regulations.</i>	<i>Economic Department, authors of draft regulations, concerned or interested community members.</i>	<i>Conducted on an ongoing basis, all remarks are taken into account.</i>	<i>useful</i>
<i>Organization and conduct of conferences, meetings, round tables and workshops on improving permit system in doing business, involving businessmen, NGOs, and local licensing authorities.</i>	<i>Economic Department, Department for State Registration of Legal entities and Individual Entrepreneurs, Sector of administrators, civic associations of entrepreneurs.</i>	<i>Conducted on an ongoing basis, all remarks are taken into account.</i>	<i>useful</i>

<i>Organization and conduct of meetings of business people from the city and the nearby villages involving SMEs, in order to implement joint investment projects.</i>	<i>Economic Department, structural units of executive committee, business representatives.</i>	<i>Conducted on an ongoing basis.</i>	<i>useful</i>
<i>Offering consultations to business entities about bidding in tenders to supply (procure) products, goods, works, services to budget-funded institutions of the city and the villages.</i>	<i>Department for Infrastructure, Development, investments and Housing Utilities, stakeholders</i>	<i>Conducted on an ongoing basis.</i>	<i>useful</i>
<i>Introducing for small businesses a system of preferential rent payment, with delayed payments and crediting costs for repairs and equipment towards the rent.</i>	<i>Department for Infrastructure, Development, investments and Housing Utilities, stakeholders</i>	<i>on an ongoing basis</i>	<i>useful</i>
<i>Organization of exhibitions and fairs involving local producers.</i>	<i>Structural units of city authorities, municipal company "Control of Beautification of the City," business representatives.</i>	<i>on an ongoing basis</i>	<i>useful</i>

Table 8: Sectors (and subsectors) with Prospects for Growth and Their Challenges

Growth sector (subsector)	Key problems to be addressed with the help of business support services
Industry, entrepreneurship	Pendulum migration of labor potential, which worsens the quality of the structure of labor resources in the cities of their residence; low level of export orientation of the city's industry and diversification of customers; lack of space for business development; unsatisfactory technological conditions of buildings and structures of the city; low level of implementation of innovative technologies and developments in the city economy; low level of investment in the city economy; absence of financial support of enterprises; insufficient level of quality of services provided by local self-government bodies; low level of skills of employees responsible for working with investors
Scientific and technical potential	Low level of scientific development in the city economy; Low level of innovation and investment activity of the city; Weakly implement IT technologies in the management system, including technological processes; Lack of coordination of the interaction of science, business and education.
Environment, natural and technical safety	The economic potential of the city's industry is insignificant (manufacturing industry, production and distribution of electricity, gas and water); Insufficient area of green spaces of general use; according to meteorological conditions, the city belongs to territories with an increased natural potential of pollution of atmospheric air; the city is characterized by unfavorable conditions for the dispersion of industrial emissions into the atmosphere (regionalization of Ukraine by the potential of pollution); the city's cemetery is located on higher absolute markings of the surface, where the filtering capacity of soils is increased; sources of emissions of harmful substances into the air are motor vehicles, industrial and utility enterprises; within the zone of influence of an industrial site, within the limits of the SPZ (Dzerzhinsky St.) possible exceedances of the MAC of pollutants in the atmospheric air; a potential source of air pollution located on adjoining territory is the asphalt concrete plant (Bucha, the floodplain of the Bucha River); there are no stationary posts for monitoring the atmospheric air in the city; a few organized beaches on the territory of the city of Irpin; the reservoirs are mostly in unsatisfactory sanitary conditions, sometimes clogged, overgrown with algae, marshy, and partly dry; most of the sewage equipment and networks of the city is in a worn-out condition and requires major repairs and transfers; sewage is energy-consuming, as it requires continuous pumping of drains in the city of Kyiv; the main pollutants of surface water in the city are the total natural surface runoff formed on the territory of the private sector and industrial and communal enterprises; the reservoirs require the improvement and development of projects for the establishment of boundaries of coastal protective bands and water protection zones with the introduction of in-kind; sources of local pollution are

	unauthorized dumps.
<i>Human and labor potential</i>	Lack of level of development of the social sphere from the needs of the population; lack of budget funds for social programs; high percentage of registered unemployed with higher education; in almost all institutions and service enterprises, the level of security is much lower than standard ones (hospitals, stadiums, sports facilities, consumer services companies); outflow of labor resources to the city of Kyiv; the presence of a shortage of personnel at the city enterprises; Lack of training programs for entrepreneurs.
<i>Recreation</i>	Modern resort and recreational economy does not meet the requirements of optimal functioning; the capacity of resort and recreation facilities has decreased; some children's health camps have been transferred to other owners and changed profile; not developed tourist infrastructure (hotels, attractions, exhibitions, etc.); insufficient degree of comfort of resort and recreational establishments that do not meet the international standards of quality of services for vacationers, a narrow set of recreational services; lack of well-organized places of rest on water surfaces; as a result of the crisis, the owners of medical institutions ceased their activities and transferred to the property of other legal entities and individuals; recreational institutions have reserves of land plots, but their use is impossible as a result of their placement in residential buildings without complying with 100-meter sanitary-protective gaps.
<i>Spatial - economic potential</i>	Lack of clear functional zoning in the neighborhoods without adhering to standard sanitary developments, housing construction, recreation and recreation facilities, forest, communal enterprises; the railway passing through the city violates their planning integrity and the connection of certain parts of the settlement and recreational areas and central parts of Irpin; the need for development of urban planning documentation (zoning plan, detailed plans of the territory); need for inventory of land; lack of geographic information system of the city.
<i>Utilities</i>	Gas supply in the city of Irpin is based mainly on the use of natural gas network; unsatisfactory road condition and non-compliance with the specifications of the technical parameters of the travel parts of the main street network; complex engineering-geological conditions (flooding, soil erosion, etc.); exhaustion and accidents of existing water supply and sewage systems; morally obsolete equipment of heat networks, heat supply and gas supply systems; unresolved waste management problems; some types of services are completely absent (ambulance, indoor and outdoor pools); high level of wear of a housing stock; unsatisfactory financial condition of enterprises providing housing and communal services; the existing landfill of solid household waste in Borodianka settlement is practically used and does not meet ecological requirements; the condition of city roads and sidewalks is unsatisfactory and requires major repairs; losses of heat during generation, transportation and absence of regulation of thermal regimes; low quality of heat supply and imperfect thermal

	energy consumption accounting system; street lighting equipment was not upgraded, part of the electricity grids is in unsatisfactory technical condition, and some - in an emergency; insufficient development of the whole technical infrastructure of the city.
Education, medicine	The network of medical institutions needs further development; the number of preschool institutions does not meet the current needs; Insufficient staffing of employees of budget institutions (teachers, doctors, culture and sports), the outflow of these personnel to Kyiv; lack of funds for the implementation of modern energy saving technologies; insufficient network of sports grounds and sports facilities (tennis courts, volleyball and basketball courts); the poor material and technical base of medical, educational, cultural and sports institutions.
Local authorities	Providing quality consultations for the IE; to analyze all existing points of contact with clients, identify shortcomings and weaknesses of the working system and improve the work of the business support center on the methodology of service design; it is necessary to inventory and systematize existing information resources of the city and to enter them into a single electronic register with open access with an intuitive, understandable search system for requisites and other filters; it is necessary to introduce a unified document management system for local authorities, for the sake of transparent and efficient functioning and implementation of the assigned duties.
Local authorities Public Employment Service Education	The need to develop educational component for business development, such as holding awareness events, conferences, networking events with business representatives to shape business community in the city.
Local authorities Community	There is a need to actively engage citizens into decision-making on local level, to arrange for consultations with the public, to introduce a system of informing about public discussions on official web portals in the city, with easy-to-use feedback options, to organize round-tables, meetings of experts, and other forms of consulting the public.

Table 9: Needs of Private Sector for Land Resources and Infrastructure

Manifest needs of private sector by infrastructure types	Current conditions to satisfy the needs in this segment	Possible needs in the future (for 6 years)
<i>Micro company or an individual entrepreneur (workshop) – with shared used facilities, or without any.</i>	<i>Private and municipal ownership. Demand exceeds the offer.</i>	<i>The need will grow.</i>
<i>Office facilities – with shared use facilities, or without any.</i>	<i>Private and municipal ownership. Demand exceeds the offer.</i>	<i>The need will grow.</i>
<i>Business-incubator (<10 startups/micro companies; >10 startups/micro companies)</i>	<i>n/a there is a need</i>	<i>The need will grow.</i>
<i>Business/industrial park</i>	<i>n/a there is a need</i>	<i>The need will grow.</i>
<i>Science/technological park</i>	<i>n/a there is a need</i>	<i>The need will grow.</i>

Table 10: Legal and Institutional Framework

Identified issues in regulation	High/low negative impact	Key regulating authority	Possibility to alleviate / improve locally (more details)
<i>Corruption</i>	<i>high</i>	<i>Controlling authorities</i>	<i>Control from authorities, citizens, and activists. Prompt response to each case, wide publicity.</i>
<i>Excessive interference of national authorities into operations of business entities.</i>	<i>High</i>	<i>Controlling authorities</i>	<i>Notifying business entities on the operating procedures, response from local authorities to each case. Offering free legal aid.</i>
<i>Bureaucratic complicated procedures for decision-making.</i>	<i>high</i>	<i>City Council</i>	<i>Defining and adopting clear and transparent procedures.</i>

<i>Administrative services on offer are not high quality enough.</i>	<i>moderate</i>	<i>City Council</i>	<i>Defining and adopting clear and transparent procedures.</i>
<i>No open access to all public information (projects, reports, etc.) available in the city government.</i>	<i>high</i>	<i>City Council</i>	<i>Defining and adopting clear and transparent procedures.</i>
<i>There is a need to more systematically focus on informing citizens about authorities performance, and decisions under consideration or adoption, and on expanding channels for communications with the community.</i>	<i>high</i>	<i>City Council</i>	<i>Defining and adopting clear and transparent procedures.</i>
<i>There is a need to improve a system of reporting for revenues and expenses from local budget, and for planned costs and projects.</i>	<i>high</i>	<i>City Council</i>	<i>Defining and adopting clear and transparent procedures.</i>
<i>There is a need for effective consulting advisory authority involving business representatives that would communicate to local authorities about the current issues and needs of business, as well as about possible ways to cooperate and support each other.</i>	<i>high</i>	<i>City Council</i>	<i>Adopting decisions about operating procedures of the Center.</i> <i>Defining and adopting clear and transparent procedures.</i>
<i>Ambiguous interpretation of legal regulations by different authorities.</i>	<i>high</i>	<i>Authorities, City Council</i>	<i>Defining and adopting clear and transparent procedures.</i>
<i>Unwillingness of local authorities to introduce new approaches.</i>	<i>high</i>	<i>City Council</i>	<i>To have local authorities make decisions and assign the structural units and their heads with relevant tasks.</i>
<i>Excessive interference of national authorities into operations of business entities.</i>	<i>high</i>	<i>Authorities</i>	<i>Informing business entities about operating procedures, response from local authorities to each case. Offering free legal aid.</i>

Table 11A: Current Condition with Qualified Work Force

Area <i>(according to Table 1]</i>	Current Condition with Qualified Work Force <i>(e.g., big number / small lack / discrepancy / excess of demand)</i>	Expected situation in the future <i>(e.g., big number / small lack / discrepancy / excess of demand)</i>	Possible actions
<i>Micro business (individual entrepreneur)</i>	Lack of qualified staff.	Without much change	Raising quality and effectiveness of social services rendered to unemployed population, conducting motivating events to encourage employment, reduction of unemployed periods, and avoiding de-professionalization; training and retraining for the unemployed upon employers' requests at training institutions of all types, and at production sites, at the Fund's expense; offering a one-time payment to support the unemployed to start their own business. Organization of high quality specialized training; Organization of specialized training and career orientation efforts with young students;
<i>Small business</i>	Lack of qualified staff.	Without much change	Organization of high quality specialized training; Organization of specialized training and career orientation efforts with young students;

<i>Mid size business</i>	Lack of qualified staff.	<i>Without much change</i>	<i>Conducting sociological and psychological surveys on relevant issues in terms of organizing specialized training, with account for the peculiarities and needs of city's economy. Placing information on content and areas of specialized study of educational establishments of all types on the website of the Department for Education. organizing meetings of students with professionals from different fields, to run study tours at production sites.</i>
<i>Big business</i>	Lack of qualified staff.	<i>Without much change</i>	
<i>Other</i>			

Table 11B: Ways to Strike Balance Between the Demand for Qualified Labour Resources and Employment Opportunities in Municipal Education – system analysis

Advantages of current methods	Ranking (1-5)	Disadvantages of current operating methods	Ranking (1-5)
<i>Workshops are run oriented at public works and part-time jobs.</i>	1	<i>This service is not very popular among the qualified labour force.</i>	1
<i>Workshops and interviews with employers are conducted to study the need of employers for professional staff.</i>	3	<i>This service is very bad for engaging qualified labour force – no trust.</i>	3
<i>Career orientation and awareness campaigns are conducted, including for persons with disabilities.</i>	1	<i>This service is not very popular among the qualified labour force.</i>	1
<i>Professional training, retraining, enhancement of qualifications are conducted, predominantly for the unemployed persons.</i>	1	<i>This service is not very popular among the qualified labour force.</i> <i>This service does not fit the needs of the highly qualified labour force.</i>	1
<i>Job Fairs are conducted.</i>	2	<i>This service is not very popular among the qualified labour force.</i>	2
<i>Job Fairs are conducted.</i>	1	<i>This service is not very popular among the qualified labour force.</i>	1
<i>Open Information Days at the Employment Center.</i>	1	<i>This service is not very popular among the qualified labour force.</i>	1
<i>Professional consultations are conducted with the application professional diagnostics</i>	1	<i>This service is not very popular among the qualified labour force.</i>	1

<i>Irpın City Employment Center organizes labour market analysis to identify the need for qualified workforce, according to industries and acting companies, as well as labour market offers analysis. On the basis of the findings, the Center develops a series of events to provide business with the needed qualifications and specialties of workforce.</i>	3	<i>No good results.</i>	3
Possible Ways to Improve Methods of Work			
Activation of interaction with the subjects of the labour market on expanding information about the demand for workforce to provide the economy with the qualified staff.			
Modernization of state employment service and service for job seekers and employers in the employment service institutions and beyond.			
Special focus should be on setting a dialogue of business, VET schools, and Employment Centers. It would require more active efforts to conduct round tables, discussions, and conferences on business development in the region.			
An important form of enhancing the qualifications of entrepreneurs is exchange of experience on implementing new methods and technologies of doing business in Ukraine, and internationally.			

Table 12: How Citizens Perceive the Place

<i>Positive aspects, expressed strong points of our locality, according to residents</i>	<i>Priority (1-5)</i>	<i>Negative aspects, expressed WEAK points of our locality, according to residents</i>	<i>Priority (1-5)</i>
Investment attractiveness of the city	5	Lack of qualified staff in medical field	5
Extended network of recreation areas	5	Overloaded schools and kindergartens (reverse side of fast development – many new families come to settle in the city, while the infrastructure cannot catch up fast enough)	5
Big variety of arts and sports events	4	Environmental issues (waste sorting treatment, water pollution, no sewage treatment facilities in the city)	3
Big choice of new buildings, high quality housing	4	Distortion of information on the city in regional and local media, and political wars have a negative impact on the city's reputation.	4
Close distance to Kyiv, and good connection to the capital city.	5	Insufficient number of social facilities in different areas.	5
Good infrastructure in the city, focus on the needs of new families, parks and recreation areas available.	5	Very fast population growth.	4
High education level of the city's residents.	4		
<i>Possible actions, easy to implement</i>			<i>Supervised by</i>
Further enhancement of the city's positive image, and increasing investment attractiveness for investors, including foreign investors.			<i>Local Authorities</i>
Marketing strategy to attract investors at investment market.			<i>Local Authorities</i>

Production of promotional materials.	<i>Local Authorities</i>
Presenting the city's investment potential at international for a, workshops, and conferences.	<i>Local Authorities</i>
Placing information on the city's investment potential and investment activities on the Internet.	<i>Local Authorities</i>
To organize for a, conferences, working meetings, workshops, round tables on attracting investment and international donor aid in the city in order to study international experience of working with foreign investors, international companies and organizations.	<i>Local Authorities</i>
To develop a brand and marketing plan to promote a city on the investment market.	<i>Local Authorities</i>
Design and print of the set of materials on the city's investment opportunities (catalogues, leaflets, booklets, CDs)	<i>Local Authorities</i>
Conducting marketing analysis of the city's local market of goods and services.	<i>Local Authorities</i>
Organization of advertising campaign of the city with account for peculiarity of the economic field, needs of specific business categories for different market segments.	<i>Local Authorities</i>