



City of Khmelnytskyi Development Strategy 2025

A Marketplace of Innovation and Opportunity

Contents

Future of Khmelnytskyi Forum	02
– A vision of the City’s future	03
General City Statistics	04
– Population	05
– Percent of Companies Reporting Profit	05
– Total Value of Goods and Services Sold per Capita	05
– Export and Import of Goods	05
– Exports by Countries	06
– New Residential Construction	06
– Capital Investment per Capita	06
– Industrial Complex	07
Relations with Twin Cities and International Relations	09
Mission of the City of Khmelnytskyi	10
Spheres of Development	11
– A. An entrepreneurial city	12
A.1 Developing dialogue and trust between business and government.	12
A.2 Ease of doing business.	12
A.3 Formation of investment partnership space.	13
A.4 Building points for economic growth.	13
A.5 Development of export potential.	13
– B. A comfortable and safe city	14
B.1 Capable city management.	14
B.2 Advanced urban planning and infrastructure.	14
B.3 Creation of convenient and modern transport infrastructure.	15
B.4 City of quality and affordable services.	15
B.5 Youthful town of modern culture, arts and sports.	15
– C. An responsible & accountable city	16
C.1 City of energy efficiency and independence.	16
C.2 An environmentally healthy city.	16
C.3 City of social responsibility and social innovation.	16

02 Future of Khmelnytskyi Forum



As part of the planning for the City's strategy, we conducted the Future of Khmelnytskyi Forum in May 2016 aimed to unite the intellectual potential of hundreds of residents. It directed the energy of urban public activists, politicians, managers and entrepreneurs to jointly develop a strategic vision of the future of Khmelnytskyi. About 400 citizens took part in the Forum.



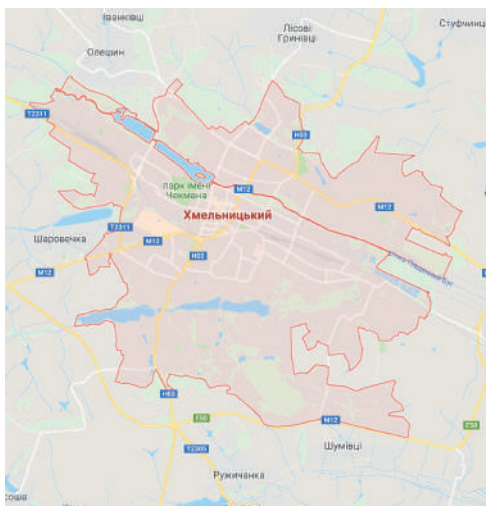
The participants of the Forum analyzed the existing weaknesses and opportunities for the development of the city. More than 300 proposals, ideas and initiatives were created.

Khmelnytskyi residents created a vision of Khmelnytskyi 2025:

- A commerce, business and investment-attractive center with powerful, innovative production, developed economy, competitive products, high export potential, with modern architecture and developed infrastructure and logistics center between western, central and southern Ukraine;
- A comfortable and safe city, an environmentally friendly environment, a large number of parks and gardens, ecologically friendly transport, high quality medical care, energy efficient and energy independent;
- A city with open and transparent government and a high level of legal education and civic activity by citizens;
- A city of youth, a city in which all are honored and appreciated, and a place that creates conditions for the comfort of all generations;
- A city that is the "Sewing Capital of Ukraine" and the center for processing agricultural products for export and domestic consumption, where new jobs are created, and where workers receive high wages;
- A city with a developed tourist infrastructure, a large number of historical and architectural monuments, and a network of recreational, cultural and sports facilities;
- A city with opportunities for education at all levels, and where career advancement is available young people. This is facilitated by comfortable social conditions: moderate prices for housing and food and developed social infrastructure;
- A city of contemporary art, and a reputation in Ukraine as a city of event tourism, with festivals and artistic events ;
- A patriotic city that honors national traditions, language and culture;
- A city that is hospitable and welcoming to visitors, with open dialogue between nationalities, religious denominations, and political views.

Taking into account the wishes of the inhabitants, the City established priority directions:

- environmental and energy security;
- new jobs and innovative development of the economy;
- social security, high level of education and medicine;
- convenient and safe infrastructure;
- modern culture and sports development;
- effective city management and partnerships between government, the public and business.



Status

A city of regional significance, an administrative center of the Khmelnytskyi Oblast.

Area

9,305 hectares

Population

268,417 people

Density of population

2,886 people per square kilometer

Number of residential districts

10

Climate

Temperate continental



Khmelnytskyi is the largest economic and cultural center of the Khmelnytskyi region, a significant industrial and business center of Ukraine.

Until the end of the 18th century, the City was named Ploskyriv and then Proskuriv until 1954 when it was renamed Khmelnytskyi. It is located in the western part of Ukraine, within the Volyn–Podilskyi hills.

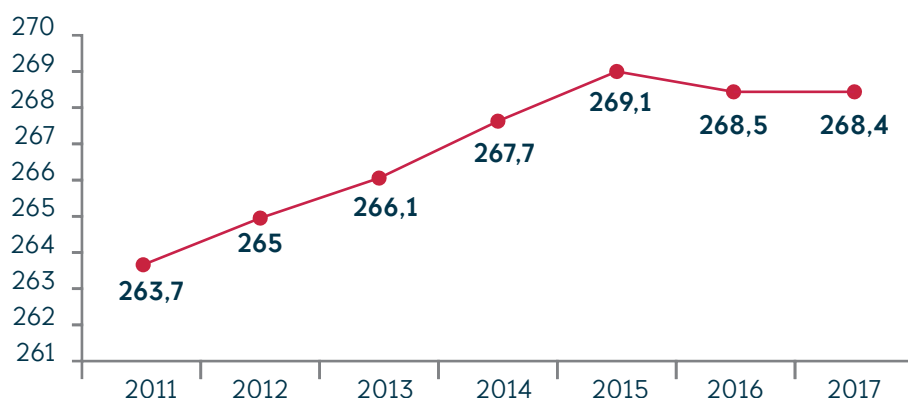
Khmelnytskyi is known throughout Ukraine as a trading city. It became a modern center for production of consumer goods and wholesale and retail trade due to its location and legacy of commercial activity.

It is here that one of the largest wholesale and retail markets of the country is located — visited by people not only from all over Ukraine, but also from Poland, Belarus, Moldova and other neighboring countries. The market is known for its expansive size and low prices.

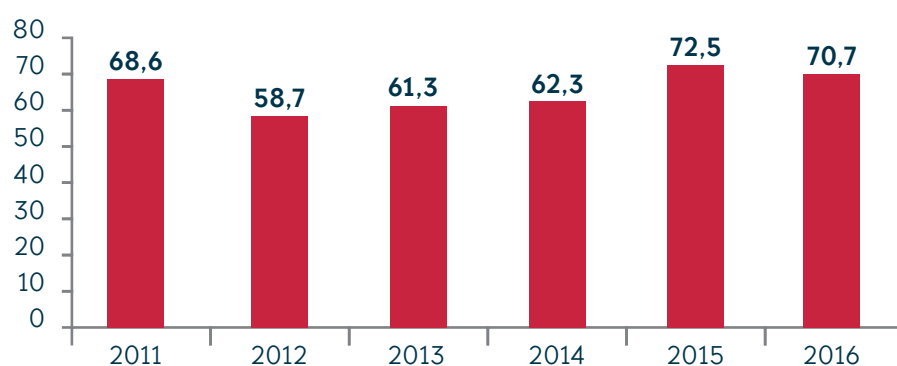
General City Statistics

05

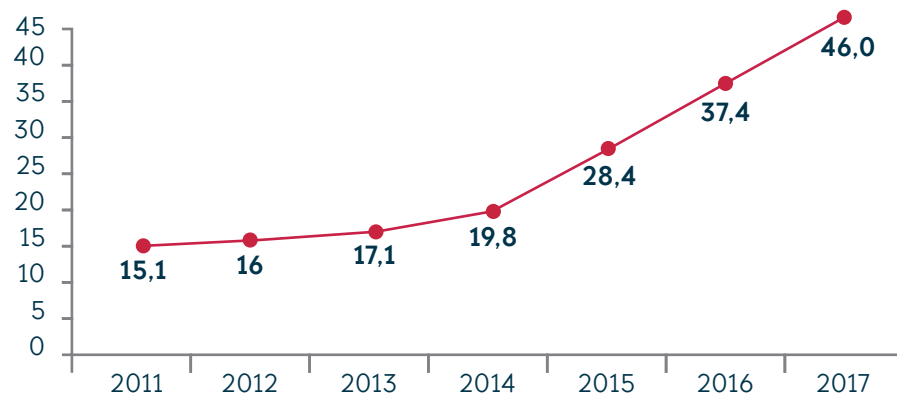
Population,
in thousands



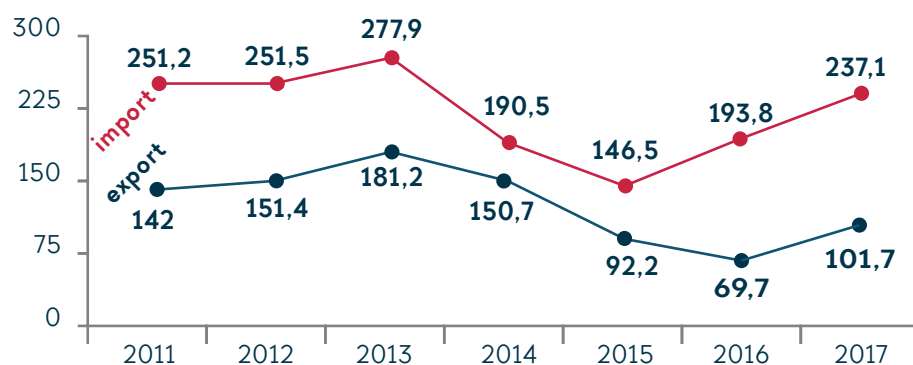
**% of Companies
Reporting Profit**



**Total Value of
Goods and Services
Sold per Capita,**
in thousands UAH

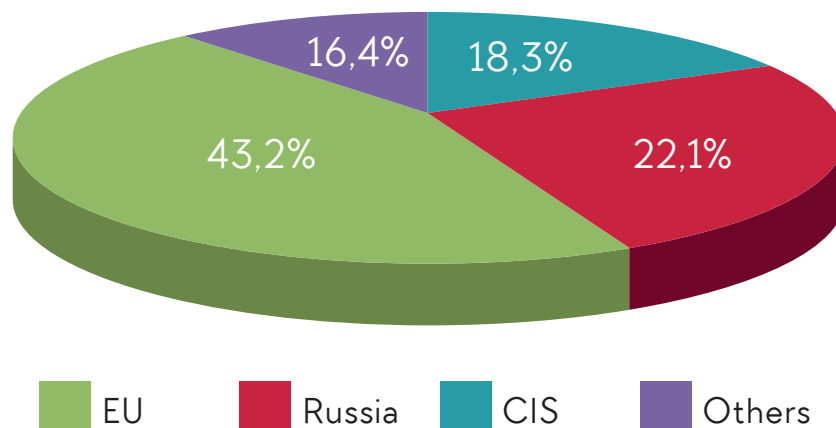


**Export
and Import
of Goods,**
in millions UAH

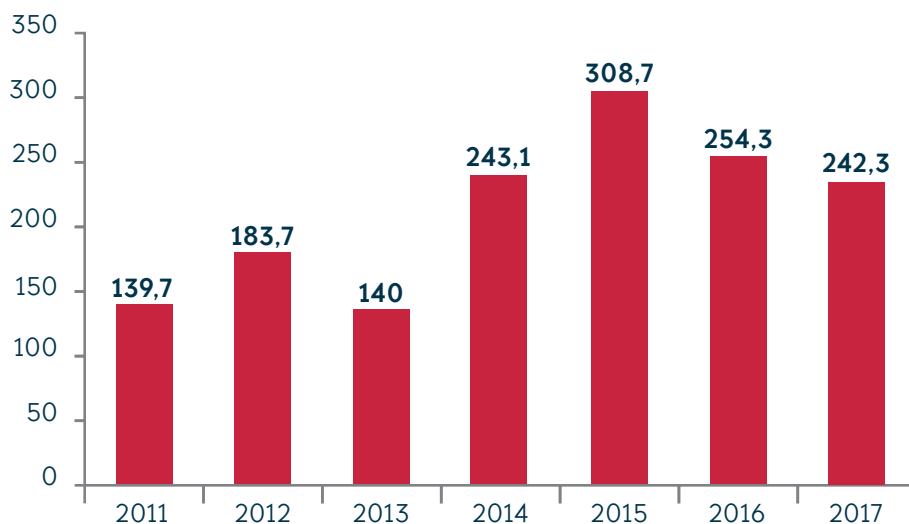


06 General City Statistics

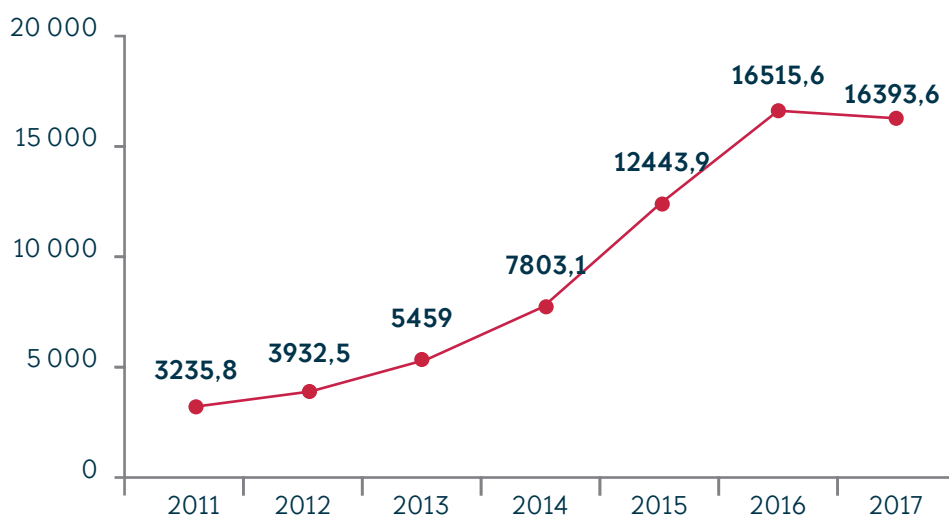
Exports
by countries in 2017



New Residential Construction
by thousands of square meters



Capital Investment per Capita,
in UAH



**The industrial complex of the City
is represented by enterprises that produce a wide range of products:**

- Novator GE
 - Ukrelectroaparat PJSC
 - Transformator Service Ltd
 - Tin-Impex Ltd
 - Khmelnytskyi blacksmith's press equipment plant
 - Prygma-Press PJSC
 - Neil Ltd
 - TD Khmelnytskhlid Ltd
 - DP agrofirms Proskuriv
 - Proskuriv Hlib
 - Khmelnytska makaronna fabryka PJSC
 - Khmelnytska maslosyrbaza PJSC
 - Proskuriv-agro Ltd
 - Vzutex Ltd
 - Khmelnytskyi oblasnyi pyvzavod PJSC
 - Litma Ltd
 - Khmelnytskzalizobeton TDV
 - Karat Ltd
 - Sirius Extrusion Ltd
 - Uropa-Export Plus Ltd
 - Bembi Ltd
- and others.



Khmelnytskyi provides incredible atmosphere of creativity, recreation and hospitality for its inhabitants. Khmelnytskyi people sincerely love their country and keep the oldest customs and traditions. The cultural life of Khmelnytskyi is rich in bright artistic events: competitions, festivals, exhibitions, performances, concerts both in halls and in the open air. On the last weekend of September, Khmelnytskyi celebrates City Day.



The City is one of the most beautiful and greenest regional centers of Ukraine, stretching across both sides of the Southern Buh River. The streets and squares of the City are filled with green chestnuts and linden trees, numerous flower beds and fountains.



Khmelnyskyi is a key player in the development of the Podillia Region. New residential areas are being built up and modern infrastructure is under construction.

Urban architecture is striking by the combination of glass and concrete in the buildings of modern shopping centers, banking institutions and soft outlines of modernist or "brick modern" mansions of the late 19th and early 20th centuries in the historic center on the pedestrian street of Proskurivska Street and the adjacent streets.

The presence of different styles, preservation of buildings in these styles, reconstruction and renovation of houses is evidence that the city architecture of Proskuriv-Khmelnyskyi is an exciting component of the culture of our City.



A former fire tower, now the Planet Cinema, is an icon of the City.

**Khmelnytskyi supports business and friendly relations
with twin cities including:**

- Modesto, USA
- Ciechanów, Poland
- Rustavi, Georgia
- Siauliai, Lithuania
- Silistra, Bulgaria
- Belts, Moldova
- Bor, Serbia
- Kramfors, Sweden
- Shijiazhuang, China
- Aguascalientes, Mexico
- Manises, Spain
- Karmiel, Israel



In 2015, the City Council joined the European Covenant of Mayors for Climate and Energy.

COUNCIL OF EUROPE



CONSEIL DE L'EUROPE

Khmelnytskyi received an award from Council of Europe – a European Diploma and Flag of Honour – for promoting European integration, strengthening of international relations and spreading European values.

10 Mission of the City of Khmelnytskyi

Khmelnytskyi –

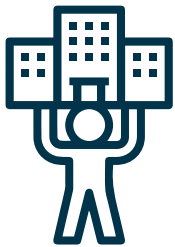


Khmelnytskyi 2025 – comfortable for living environmentally friendly with modern architecture, culture, energy-efficient infrastructure, robust business climate, dynamic economic development and the latest technologies.

Strategic Spheres of City Development:



For each sphere of development strategic and operational objectives has been defined:



A. An entrepreneurial city

- A.1. Dialogue and trust between business and government.
- A.2. Ease of doing business.
- A.3. Opportunities for investors.
- A.4. Building points for economic growth.
- A.5. Development of export potential.



B. A comfortable and safe city

- B.1. Capable city management.
- B.2. Advanced urban planning and infrastructure.
- B.3. Convenient and modern transport infrastructure.
- B.4. City of quality and affordable services.
- B.5. Youth town of modern culture, arts and sports.



C. A responsible & accountable city

- C.1. City of energy efficiency and independence.
- C.2. An environmentally healthy city.
- C.3. City of social responsibility and social innovation.

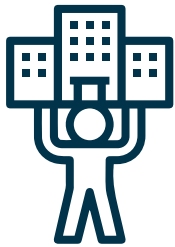
The City of Khmelnytskyi seeks to be a leader among Ukrainian cities in terms of welfare of its inhabitants, comfort of living and economic development.

This high standard will result from:

- the development of industry;
- attraction of investment into the economy and infrastructure of the City;
- promotion of innovation;
- creation of conditions for small and medium-sized businesses;
- introduction of effective tools of local economic development based on cooperation and partnership between City leaders, communities and business;
- active involvement of young people in the management of the City and development of the spiritual and creative potential of the population;
- development of labor resources;
- development of City infrastructure based on energy efficiency and energy saving projects;
- improvement of the environment.

High standards of quality of life will occur as a result of increasing the competitiveness of the local economy and growing City revenues, which will be directed to urban social programs. Financial support to boost local economic development will come from many sources. These include the financial resources of the City, oblast and state budgets, private business, non-governmental organizations, individuals, as well as foreign states and international organizations. The ability to attract financing requires a positive image of the City.

An Entrepreneurial City



This sphere involves the development of the City of Khmelnytskyi as a city that confidently demonstrates its readiness and ability to build an equal dialogue, fruitful cooperation and an open, long-term partnership with both domestic and foreign investors. A place where there are competitive enterprises capable of entering international, national and local markets, and can respond quickly to internal changes and external challenges.

Strategic goal A.1.

Developing dialogue and trust between business and government.

This goal is to develop dialogue and trust between business and government – to establish cooperation between representatives of the government and business in order to solve the problems and involve business in ensuring sustainable economic development of the City.

- A.1.1.** Setting coordination of actions between the City and the region in stimulating economic growth.
- A.1.2.** Stimulating the implementation of projects based on a partnership between business and government.
- A.1.3.** Setting up feedback mechanisms in the dialogue between business and government.

Strategic goal A.2.

Ease of doing business.

The objective is to eliminate barriers and administrative obstacles in the course of economic activity, to implement integrated information and consulting support, expand the network of infrastructure, popularize entrepreneurial ideas and promote professional growth of personnel in the field of entrepreneurship.

- A.2.1.** Simplifying licensing system based on the international criteria of the World Bank's "Doing Business".
- A.2.2.** Stimulating the implementation of projects based on a partnership between business and government.
- A.2.3.** Setting up feedback mechanisms in the dialogue between business and government.

Strategic goal A.3.

Formation of investment partnership space.

The objective is to create an investment partnership space, create favorable conditions for attracting investment and improve the system of servicing investors, provide preparation of quality investment products, create a positive investment image.

A.3.1. Create a favorable investment climate and modern infrastructure of support and support of investors.

A.3.2. Develop a system of municipal marketing and branding.

Strategic goal A.4.

Building points for economic growth.

The goal is to focus on stimulating the development of those sectors of the economy, where global growth trends are shaping and intensifying and where the City traditionally has strong competitive positions. To stimulate development, we seek to form modern business ecosystems and innovations that will be the driving force behind the City's economic progress and will promote the creation of conditions and opportunities for the implementation of inclusive development models.

A.4.1. Formation of the ecosystem of innovation in industry.

A.4.2. Formation of the ecosystem of the IT sector and creative industries.

A.4.3. Formation of services ecosystems, including logistics and trade.

A.4.4. Formation of the ecosystem of light and agro-processing industry.

Strategic goal A.5.

Development of export potential.

The objective is to facilitate the entry of local businesses to the international level and increase their export potential, to disseminate information about export opportunities of local producers and ensure their participation in international promotional events.

A.5.1. Create export support infrastructure.

A.5.2. Support output of local enterprises to foreign markets (including through the development of the system of municipal marketing and branding).

Comfortable and safe city



It envisions the development of a comfortable infrastructure of the City, raising the level of security and providing services to inhabitants, based on the gradual introduction of SMART technologies and solutions, both at the City management level and at the level of their implementation in the daily life of the City.

Strategic goal B.1. Capable city management.

The goal is to provide transparent and intelligent management of the existing resources of the City.

B.1.1. Introduction of e-government in the city.

B.1.2. Setting up a single web platform to serve as a single point for citizens to access City information and services.

Strategic goal B.2. Advanced urban planning and infrastructure.

The goal is to match urban planning documentation with modern standards, to monitor urban development, to create favorable conditions for attracting investment in urban development and infrastructure development.

B.2.1. Creation of favorable conditions for attraction of investments in City development.

B.2.2. Development of infrastructure and engineering standards accordance with modern European criteria for energy-efficient construction.

Strategic goal B.3. Creation of convenient and modern transport infrastructure.

The aim is to improve the City's road transport infrastructure, improve the quality and accessibility of transport services, and introduce innovative technologies.

B.3.1. Improvement of road transport infrastructure.

B.3.2. Improving the quality and accessibility of transport services.

B.3.3. Implementation of SMART solutions in the management of the urban transport system.

Strategic goal B.4.

City of quality and affordable services.

The goal is to improve the quality and accessibility of services for the population through the introduction of innovative solutions.

- B.4.1.** Improvement of the quality and availability of modern medical services, implementation of SMART – solutions in the field of provision of medical services.
- B.4.2.** Innovative development of the system of education and science.
- B.4.3.** Improvement of the housing stock management system.

Strategic goal B.5.

Youth town of modern culture, arts and sports.

The aim is to preserve the original urban culture, to create opportunities for further development of culture and sport, creative development of children and youth, to create a public image of the City as an educational, cultural and sports center of the Khmelnytskyi region and Podillya.

- B.5.1.** Creation of new sites in the cultural and artistic space of the City.
- B.5.2.** Development of various directions of contemporary art and their promotion.
- B.5.3.** Development of modern sports infrastructure and involvement of young people in regular physical education and sports.



Responsible city



Responsibility and accountability are leading values of the City.

Strategic goal C.1.

City of energy efficiency and independence.

The goal is to increase energy efficiency in all areas of City's life, to attract international financial and technical assistance for the implementation of energy efficient projects and to introduce renewable energy sources, and to carry out an informative campaign on the economical use of energy resources.

C.1.1. Implementation of the Sustainable Energy Development Action Plan for 2016–2025.

C.1.2. Stimulating the introduction of modern energy-saving technologies and SMART-solutions.

Strategic goal C.2.

An ecologically clean city.

The goal is to plant greenery in the City, to increase park areas in all neighborhoods, expand the network of natural reserves, create an effective waste management system, organize systematic monitoring of the environment and increase the ecological consciousness of the City's inhabitants.

C.2.1. Provide clean water, air and City public spaces.

C.2.2. Greening the City.

C.2.3. Formation of a conscious attitude of inhabitants towards the environment.

Strategic goal C.3.

City of social responsibility and social innovation.

The goal is to advance an inclusive social services and assistance system for individuals and social groups that are in difficult living conditions and who cannot overcome them independently.

C.3.1. Increasing the level of social services and social protection of the population, provision of social services on the basis of the "Single Window" principle.

C.3.2. Support for the development of social entrepreneurship.

C.3.3. Development of educational institutions implementing inclusive education programs.



City of Khmelnytskyi, 2017
khm.gov.ua