

# **KOVEL**

## **ECONOMIC DEVELOPMENT STRATEGIC PLAN**

Prepared by

**Strategic Development Committee**

Assisted by

**Local Economic Development (LED) Project**

Supported by



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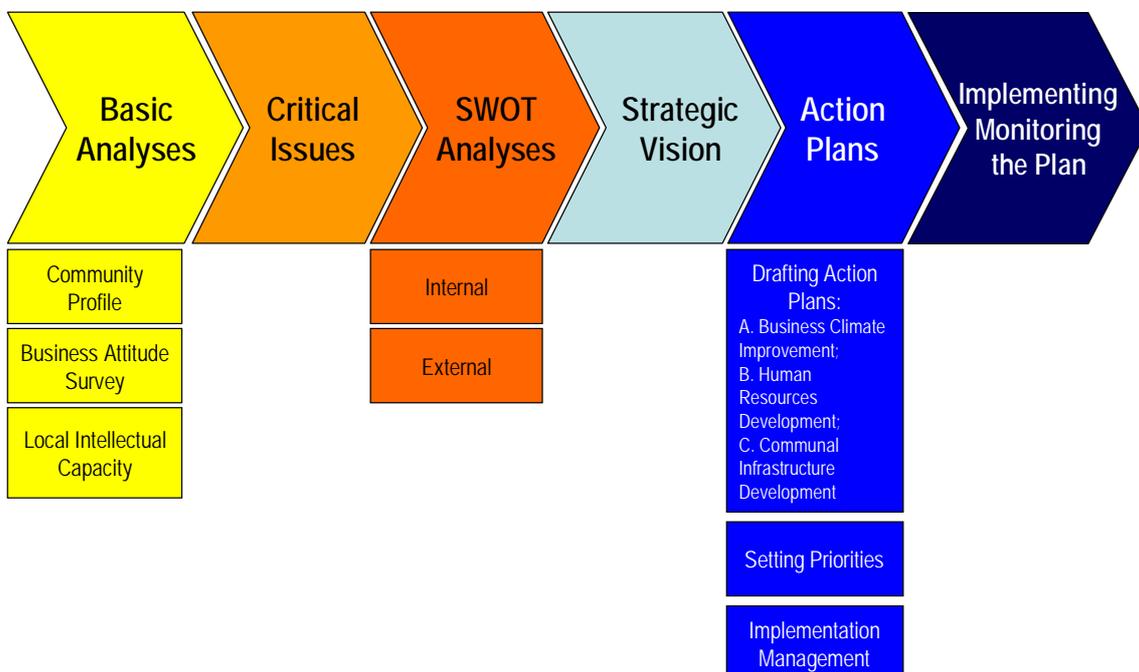
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## INTRODUCTION

In spring 2005 the community leaders in Kovel agreed on the need of creation of an economic development strategy for the city. In April 2005 the Mayor, Mr. Yaroslav Shevchuk, invited about forty representatives of local companies, private entrepreneurs, representatives of schools, public administration and of other institutions in order to found jointly the Strategic Development Committee for the city (hereinafter “Committee”). The Committee’s task was to create a strategic development plan in structured process. Mr. Serhiy Kosharuk, a local entrepreneur, was asked to serve as the Chair of the Committee. Finally, the USAID Local Economic Development (LED) Project cooperated on the project as a consultant to the Committee.

### Economic Development Strategic Planning Flowchart



In the first stage of the project “Environmental Scan” the City Hall supported by LED Project consultants prepared the Community Profile, which contains demographic information on local population, information on local economic base, communal / technical infrastructure, environmental status and conditions of living. Many departments of the City Hall, the Labor Office, district authorities, the Statistical Office and other institutions provided data and source material. CCThe Profile is attached to this Plan as *Annex C*.

The members of the Committee personally participated in the interviews with the representatives of the largest employers as well as small and medium sized enterprises both of the industrial sector and the sector of trade and services in Kovel in order to find out their attitude to the city, which problems they consider the most serious and what their expectations and plans into the future are. The analysis of the survey results is contained in *Annex B*.

This fundamental base of knowledge was instrumental to the members of the Committee when determining present and future decisive factors (critical issues) of the city’s economic development. These critical issues that the whole Strategic Plan focuses on are: (1) **Business Climate Improvement**, (2) **Human Resources Development** and (3) **Communal Infrastructure Development**.



In November 2005 a sub-committee completed the works on the SWOT analyses. The sub-committee's task was to analyze strengths and weaknesses (internal analysis) of the city and to judge the competitive position of the city compared to other cities in Ukraine with which it competes for jobs and investments. The city's competitiveness was also incorporated in the external analysis that dealt with external threats and opportunities for the city. The report of this sub-committee is attached as *Annex A*.

Another sub-committee was created to formulate draft Strategic Vision – a shared, consensual vision of how the city should look like in a future and an introduction to the economic development strategic plan. The SWOT analyses and Strategic Vision were discussed and approved by the Committee's Task Forces on Nov. 28 and 29, 2005.

The Committee was divided into three Task Forces in order to discuss the present status for each critical issue and to reach consensus on which steps the municipality, companies, and other partners have to take so that improvement of these issues was achieved. The Task Forces consisted of members of the Committee, representatives of the City Hall, companies, different authorities and other individuals who, as specialists, provided necessary expertise, experience and knowledge.

The Task Forces met three times in the period of November 2005 to January 2006 in order to prepare Action Plans consisting of goals, objectives and tasks which solve problems of given critical issues. These Action Plans are the core of the Strategic Plan.

The Kovel Strategic Plan is an ambitious plan, and many individuals and organizations will participate in its implementation. The Plan defines steps for improving the business and investment climate in the city, extending local investment opportunities, working systematically on the development of human resources, improving the communal services, and developing the communal infrastructure.

The Plan puts the accent on creation of permanent partnership between the City Hall and entrepreneurs and on implementation of a comprehensive program of economic development for the city. Lots of partial materials, databases, common projects and other activities leading to improvement of the entrepreneurial environment and support of small and medium enterprises will arise during the implementation. One of the goals is to make the access to information easier and encourage an efficient communication.

Several important conclusions result from the whole planning process in Kovel and the final Strategic Plan.

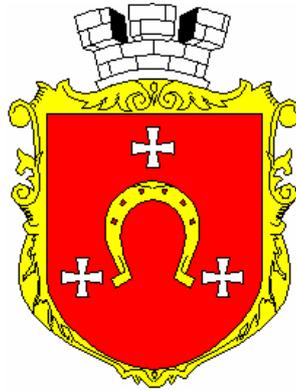
First, the political representatives and the local entrepreneurs feel responsible for the city's future and are willing to dedicate their time and other resources to achieve such future as they figure out together and which they outlined in the Plan.

Second, both in the city and outside there are resources that can be used under good organization so that they solve the most serious problems of the city. In order to secure real completion of the Plan goals, cooperation, will and commitment of all community leaders will be required.

Third, the issues of business climate, human resources and communal infrastructure are mutually interconnected and it is possible to work with them efficiently only in case we understand them as a whole. Improvement of one issue will contribute to improvement of other issues.

The implementation's success will depend on continuous responsibility of those who were the members of the Committee and the Task Forces and the others who will have the opportunity to participate in the implementation of this vision of the city's future. It is recommended to create the Implementation Management Committee (IMC) consisting of the most active members of the Strategic Development Committee and the Task Forces. IMC's task will be to monitor completion of all 33 specific projects (objectives) of the Strategic Plan.

## STRATEGIC VISION



**Kovel – an important transport and industrial center at the crossing of European main roads advantageous for the development of economic relations;**

**city with developed infrastructure, comfortable to live in, favorable for business, and attractive for investment;**

**city of hospitable, educated, well-to-do, sound-of-body, and spiritually-rich people.**

Strategic vision is a shared, consensual vision of how the city should look like in a future and makes an introduction to the economic development strategic plan. It explains the entry position with which the SDC members come to the creation of the Plan.

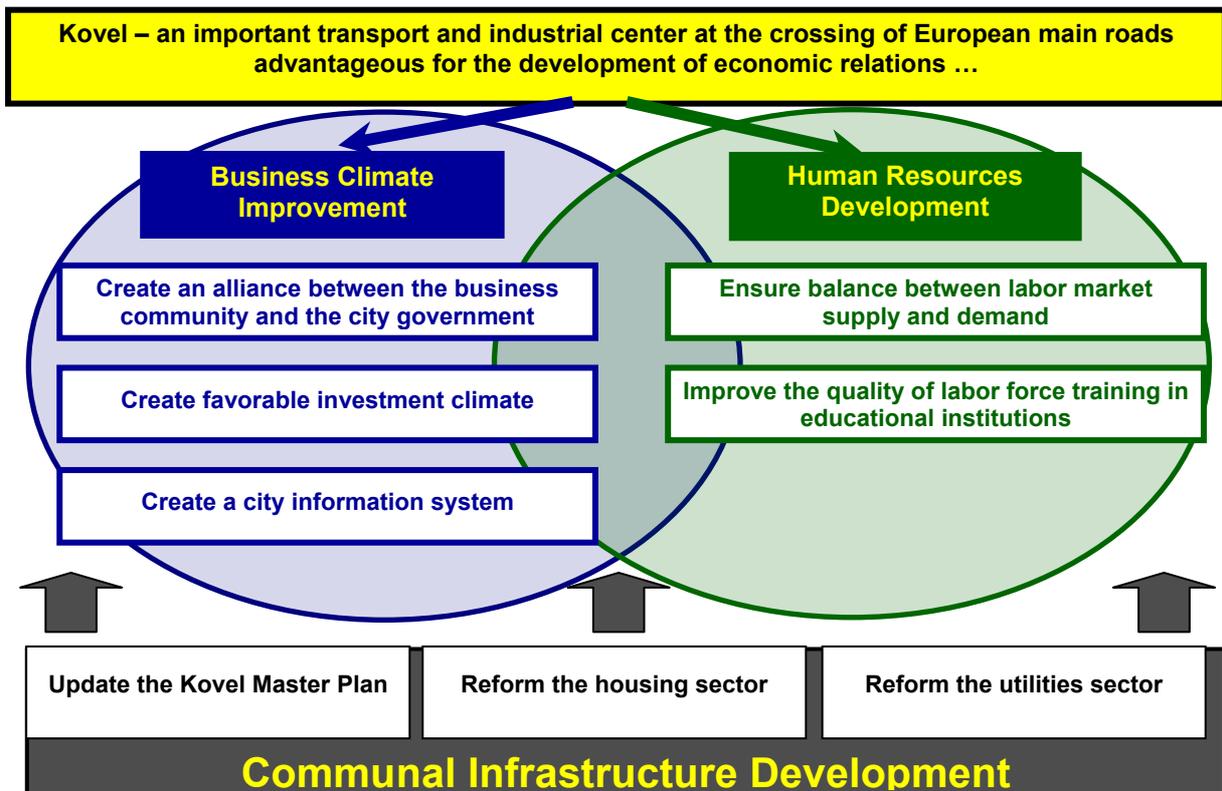
Suggested vision contains ideas that were considered by members of SDC (city and business representatives) as the most important for the future of Kovel, that is diversified industry, attractive place for investments, qualified work force, transportation center, and good quality of life.

## ACTION PLANS

The economic development strategic plan is a matter of common choice based on reaching a consensus of Kovel community leaders. The Plan is based on the principle of concentration of effort into the priority development issues.

The three critical issues – Business Climate Improvement, Human Resources Development, and Communal Infrastructure Development – were selected as the decisive factors of further development of the city and the local economy. Individual action plans were drawn for these issues and their implementation should lead to improvement of the competitive position of the City of Kovel. The action plans were further prepared in the Task Forces formed by the Strategic Development Committee. The groups comprised both the members of the Strategic Development Committee and other personalities with expertise, professional knowledge and experience or competences in respective fields.

The development strategy is based on ambitious – growth – vision and three carefully selected critical issues. The communal infrastructure comes under the universal factors conditioning the development of local economies; whereas the critical issues focused on improvements of local business/investment climate and human resources reflect the expected high growth potential that successfully implemented strategy should generate.



## **Critical Issue A      BUSINESS CLIMATE IMPROVEMENT**

Business development includes *inter alia* policies and programs that improve the local business climate and provide access to capital and technical assistance to small- and medium-sized businesses. A successful economic development strategy is always based on a business climate that will not “only” attract new job-creating investments but also retain existing businesses and encourage the growth of new entrepreneurs.

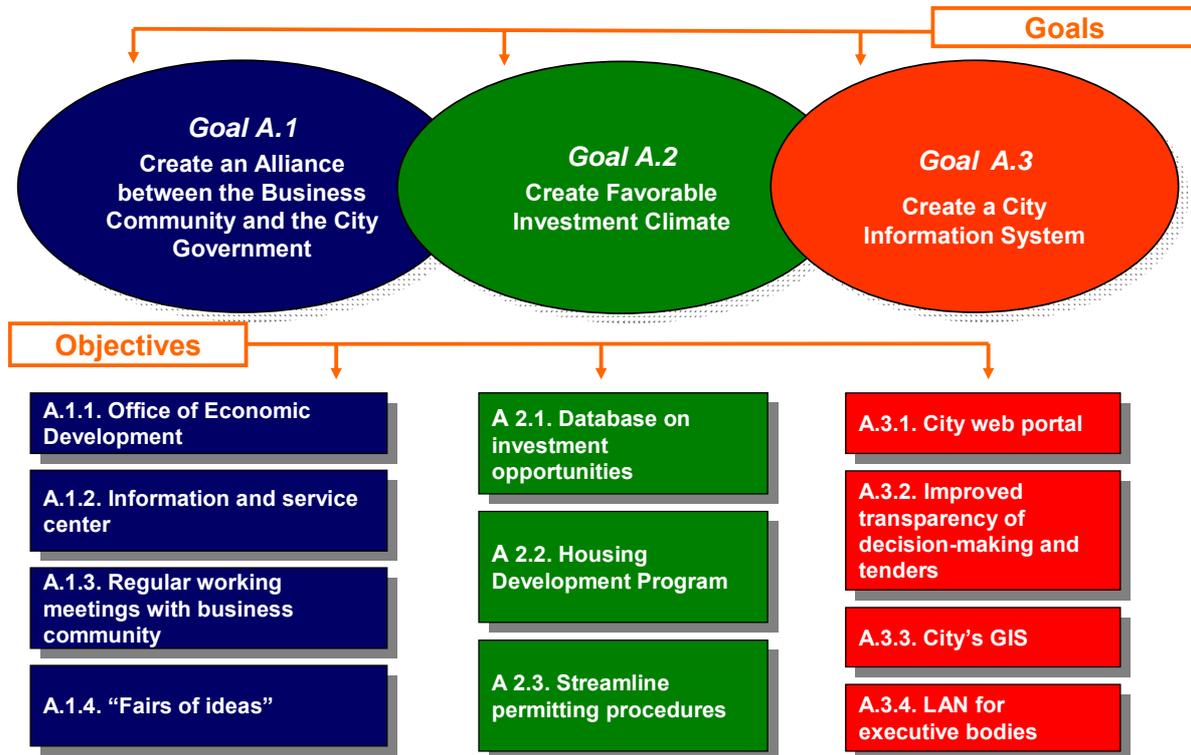
Kovel’s interest in attracting foreign direct investments, including those in industrial and residential construction, will require use of marketing resources as well as continuous investments in the development of commercial sites and infrastructure. The quality of existing housing stock should be substantially improved. It can be also expected that demand of better quality housing will grow with growing purchasing power of local citizens and interest of managers and highly qualified employees of local enterprises to live in Kovel.

A city’s business climate starts with a good relationship between City Hall and the business community. This climate can be improved by more effective communication and information providing from City Hall to the private business sector through regular meetings, establishment of a business calling program, direct financial assistance and creation of a modern information system. Such a system could include a 3-D digital model of the city comprising every necessary information on sites, infrastructure, project restrictions, ownership, etc.

Other tools may include the creation of institutions such as a business incubator that can help new enterprises prosper, new business assistance center or business association. Existing policies and regulations pertaining to operating and establishing businesses (permits and licenses) can be reviewed to determine their efficiency and effectiveness and whether or not they contribute to a user-friendly business climate.

Among the “hard” pre-conditions there is an inventory of reasonably priced, well-located land lots equipped with infrastructure extremely important for support of both large and small and medium-sized entrepreneurs.

The Commission also considered how Kovel is organized and equipped to deliver and/or co-ordinate the services mentioned above. Many cities in Europe and the United States have established economic development departments within their City Halls, which became an option for Kovel as well.



## Action Plan:

### A.1. CREATE AN ALLIANCE BETWEEN THE BUSINESS COMMUNITY AND THE CITY GOVERNMENT

#### Objectives:

**A.1.1. Department/Office of Economic Development within the City Rada; transfer to it relevant functions that are now performed as ancillary by other units (also to support A.2 and A.3)**

*The City Rada will establish within its structure of executive bodies a Department of Office of Economic Development. Its main functions will include: monitoring implementation of the city's Strategic Development Plan, facilitating investment attraction, promoting the city, organizing information supply to the city's web portal/site, and developing tourism.*

#### **City Rada**

**A.1.2. Information and service center that will operate like a one-stop shop (also to support A.3)**

*The City Rada and its executive bodies will establish an information and service center to provide full range of services to entrepreneurs and citizens working on the one-stop-shop principle. An option is to establish this center based on the existing Permitting Center by extending substantially its functionality.*

**City Rada Executive Committee**

**A. 1.3. Regular working meetings of representatives from the business community and the city government**

*City Rada leadership with assistance of Coordination Council in order to improve dialogue, collaboration and mutual understanding, will launch regular working meetings (at least once in 3 months) of representatives from the business community and the city government.*

**City Rada**

**A.1.4. “Fairs of ideas” of businesspeople regarding the city development**

*City Rada within the framework of the regular meetings with community representatives will adopt system of “fairs of ideas” regarding the city development using the web portal, newspapers, special mail boxes.*

**Department/Office of Economic Development**

**A.2. CREATE FAVORABLE INVESTMENT CLIMATE**

**Objectives:**

**A.2.1. Develop a database on investment opportunities:**

- communal property (land, buildings)
- offers from business entities
- offers from private persons

*Based on an inventory taken, City Rada executive bodies will develop a database (also in an electronic form), paying primary attention to property suitable and attractive for business. Information on the potential business-related property will be posted on the City Rada web portal.*

**City Rada Executive Committee**

**A.2.2. Housing Development Program**

*City Rada executive bodies in cooperation with relevant standing commissions of the City Rada will develop a Housing Development Program.*

**City Rada Executive Committee**

**A.2.3. Streamline permitting procedures**

*City Rada executive bodies within its terms of reference will review administrative procedures, including permitting procedures adopted earlier, in order to streamline them, taking into account requirements of the deregulation process as established by law. It will be ensured that information on algorithms of administrative procedures, licensing and permitting is accessible through the city’s web portal.*

**Permitting Center**

### **A.3. CREATE A CITY INFORMATION SYSTEM**

#### **Objectives:**

##### **A.3.1. City web portal**

*City Rada executive bodies will ensure the development and operation of the web portal and promote the city's information resources. Among other things the web portal will have links to databases on property for business and local market goods and services, and information system on local regulations.*

**City Rada Executive Committee**

##### **A.3.2. Improved transparency of decision-making and tenders**

*For better orientation of entrepreneurs and citizens, the City Rada will publish on its web portal/site every necessary information on licensing and permitting procedures, regulations effective in the area of entrepreneurship in Kovel, costs of obtaining licenses and permits, contact information, etc.*

- Publish in the media and keep on the web site local (draft) regulations
- Publish in the media and keep on the web site information on planned procurements and the bidding results
- Conduct public hearings on important issues of city life

**City Rada Executive Committee**

##### **A.3.3. City's Geographic Information System**

*City Rada executive bodies will initiate creation of a GIS for the city. The electronic map without secret data will be posted on the web portal.*

**City Rada Executive Committee**

##### **A.3.4. LAN for City Council executive bodies**

*A computer system will be created that will integrate all structural units of City Rada executive bodies.*

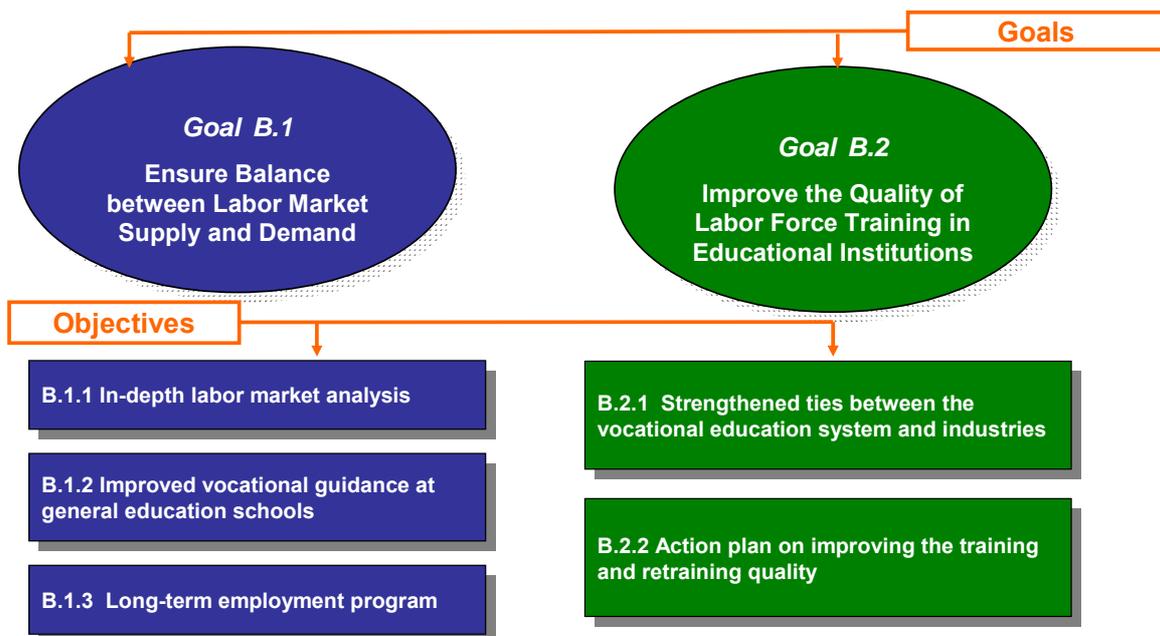
**City Rada Executive Committee**

## Critical Issue B HUMAN RESOURCES DEVELOPMENT

The availability of a qualified labor force is the greatest concern of investors in deciding where to locate new or expanded industrial, commercial and service facilities. This is a worldwide concern and one repeatedly expressed by Ukraine firms. It is a major competitive factor in any city's ability to attract job-creating investments and in insuring that firms located in the city stay and grow there.

"Qualified" means that those in unskilled occupations are literate, trainable and have a work ethic that will deliver a day's work for a day's pay. "Qualified" also means that skilled workers possess the technical training required to perform in this rapidly growing global technology-oriented economy. Successful cities are those able to sponsor and support a permanent three-way partnership among employers, schools and training institutions and government agencies responsible for training and retraining so that workers are trained and qualified to take the jobs actually created by employers.

Education is traditionally considered as an important tool for good professional carrier, however not all schools provide that kind of training which is required by employers. At the same time companies cannot foresee numbers and qualification they will require 5 years from now so that schools might adapt their programs. Employers are still not used to the necessity of qualification increase and possible need of retraining. In addressing this issue, the Strategic Development Committee considered the need to restructure the curriculum of educational institutions, attracting universities / faculties to the city and students from broader area / region to come to study here, foster conditions for retraining and whole-life education, and to encourage creation of technology centers / scientific parks in town.



## **Action Plan:**

### **B.1. ENSURE BALANCE BETWEEN LABOR MARKET SUPPLY AND DEMAND**

#### **Objectives:**

##### **B.1.1. In-depth labor market analysis**

*The Employment Center in cooperation with the Statistics Department, Economy Department and Labor and Social Protection Department will regularly carry out on-going in-depth labor market analysis and monitoring to know the existing situation on labor market.*

***Employment Center***

##### **B.1.2. Improved vocational guidance at general education schools**

*Education Department in cooperation with educational institutions in the city will develop and implement measures aimed to improve the vocational guidance system at general education schools.*

***Education Department***

##### **B.1.3. Long-term employment program**

*Based on the labor market analysis and other statistical data, a long-term employment program will be developed.*

***Employment Center***

### **B.2. IMPROVE THE QUALITY OF LABOR FORCE TRAINING IN EDUCATIONAL INSTITUTIONS**

#### **Objectives:**

##### **B.2.1. Strengthened ties between the vocational education system and industries**

*The City Rada and its executive bodies initiate establishment of dialogue between directors of vocational educational institutions and managers of enterprises in the city.*

- Match curricula with labor market needs
- Provide financial and material assistance from basic enterprises to vocational schools
- Move the City Rada to form advisory committees of employers at educational institutions

***Vocational education institutions***

##### **B.2.2. Action plan on improving the training and retraining quality**

*The Employment Center in cooperation with The Labor and Social Protection Department, directors of educational institutions, and managers of basic enterprises will develop an action plan on improving the training and retraining quality.*

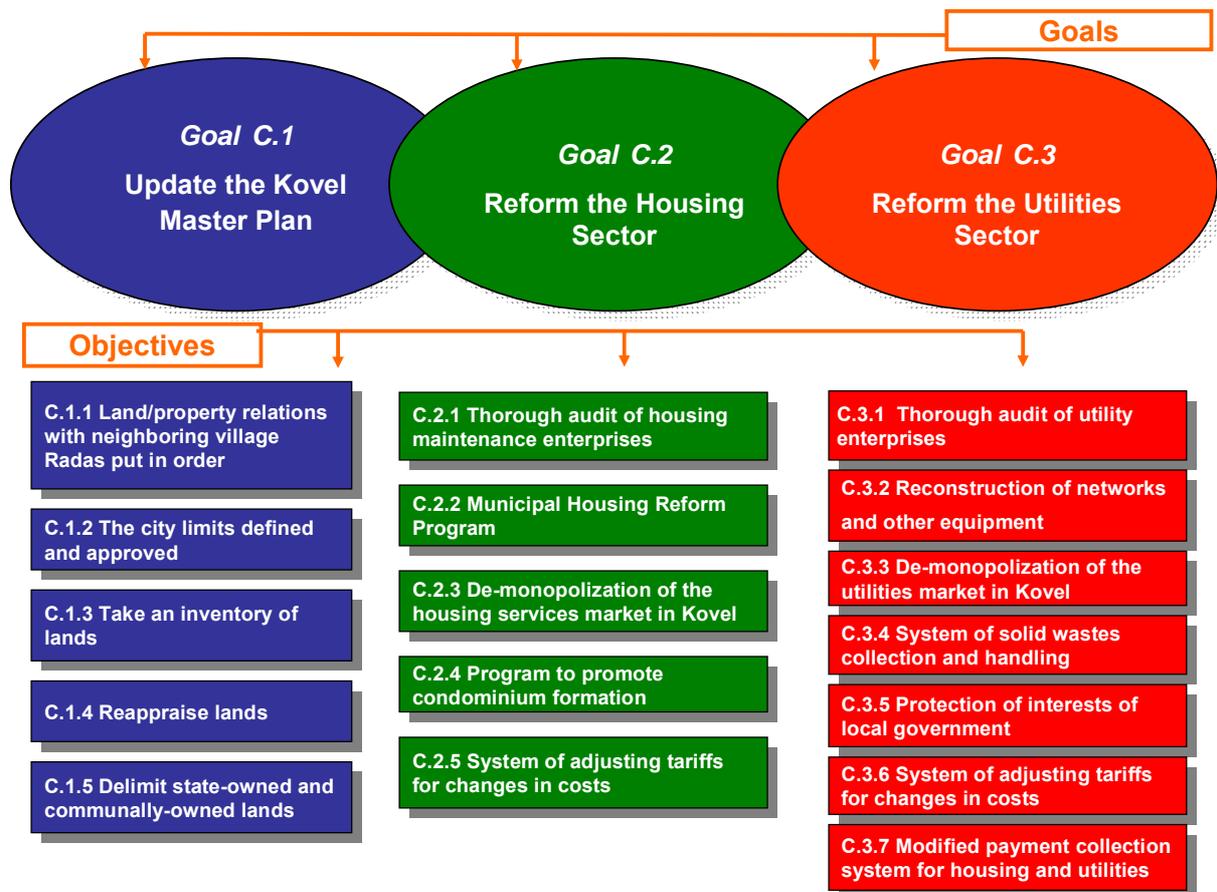
- B.2.2.1. Ensure instructors' internship at basic enterprises
- B.2.2.2. Provide vocational educational institutions with state-of-the-art equipment
- B.2.2.3. Provide vocational educational institutions with appropriate teaching staff

***Labor and Social Protection Department / Employment Center / Educational institutions***

## Critical Issue C COMMUNAL INFRASTRUCTURE DEVELOPMENT

The term "infrastructure" describes technical facilities required for delivery of basic services to the city. Infrastructure mainly includes water, sewer and waste treatment facilities, roads, telecommunication systems and electricity, gas and steam transmission lines and public transportation service. Investments into maintenance, higher quality and effectiveness and efficiency of providing of communal services are necessary, however financial resources of both local and national government are scarce and will not be enough for fast improvements. Careful project preparation for external financing, priorities setting or identification of services to be privatized in order to attract financially strong investors may be a solution.

The quality of communal infrastructure has a direct impact on the quality of life – an important factor not only for city residents but also employers. Adequate communal infrastructure is a necessary condition for housing development. Even if Kovel does not suffer from serious lack of apartments, the quality of existing housing stock should be substantially improved. It can be also expected that demand of better quality housing will grow with growing purchasing power of local citizens and interest of managers and highly qualified employees of local enterprises to live in Kovel.



## **Action Plan:**

### **C.1. UPDATE THE KOVEL MASTER PLAN**

#### **Objectives:**

#### **C.1.1. Land/property relations with neighboring village Radas put in order**

*The City Rada and its executive bodies will take measures to put in order land/property relations with neighboring village Radas (review and update all documents concerning city limits performed at 1997; set up missing and review existing boundary marks).*

**Land Resource Office**

#### **C.1.2. The city limits defined and approved**

*The procedure of defining and approving the city limits will be carried out in the manner established by law.*

**City Rada**

#### **C.1.3. Take an inventory of lands**

*The Land Resource Office (together with the Center of Land Cadastre, Communal Property Fund, and utility companies – communal enterprises) will take an inventory of lands in the city.*

**Land Resource Office**

#### **C.1.4. Reappraise lands**

*Land Resource Office will reappraise lands and introduce the issue into the City Rada for approval.*

**City Rada**

#### **C.1.5. Delimit state-owned and communally-owned lands**

*This will be done subject to requirements of the Law of Ukraine “On Delimitation of State-Owned and Communally-Owned Lands” in cooperation with the State Property Fund, Bureau of Technical Inventory, Regional Center of Land Cadastre, and Volyn Oblast Land Resource Department.*

**Land Resource Office**

### **C.2. REFORM THE HOUSING SECTOR**

#### **Objectives:**

#### **C.2.1. Thorough audit of housing maintenance enterprises**

*The City Rada will ensure audit (in particular administrative, energy and financial audit) of enterprises providing housing-maintenance services in order to identify the organizational and financial aspects of their operation and prepare business plans for these enterprises. Findings of the independent auditors will be introduced into the Executive Committee and the City Rada for approval.*

**Housing and Utilities Department**

### **C.2.2. Municipal Housing Reform Program**

*City Rada executive bodies will prepare a program to reform the housing sector based on results of the audit (C.2.1) and approve it.*

***Housing and Utilities Department***

### **C.2.3. De-monopolization of the housing services market in Kovel**

*The City Rada and its executive bodies will take measures to create a competitive environment in the area of housing service provision in Kovel.*

***Housing and Utilities Department / City Rada***

### **C.2.4. Program to promote condominium formation**

*City Rada executive bodies will prepare a program to promote condominium formation to get at least 50% of apartment houses to create condominiums.*

***Housing and Utilities Department***

### **C.2.5. System of adjusting tariffs for changes in costs (tariff components)**

*The City Rada will consider adjusting housing maintenance tariffs to the costs incurred by communal enterprises, taking into account the audit findings, and develop a tariff adjustment system.*

- Conduct an audit (see C.2.1) and draw a conclusion as to the necessity to change tariffs;
- Carry out an awareness-raising campaign in the media
- Set tariffs that correspond to actual costs (taking into account the audit findings and the effects of energy conservation measures)

***City Rada Executive Committee***

## **C.3. REFORM THE UTILITIES SECTOR**

### **Objectives:**

#### **C.3.1. Thorough audit of utility enterprises**

*The City Rada will ensure audit (in particular administrative, energy and financial audit) of enterprises providing housing-maintenance services in order to identify the organizational and financial aspects of their operation and prepare business plans for these enterprises. Findings of the audit will be introduced into the Executive Committee and the City Rada and strategic plans of development of utility enterprises will be developed. ToR prepared and auditor selected.*

***Housing and Utilities Department***

#### **C.3.2. Implementation of strategic plans of development of utility enterprises including reconstruction of networks and other equipment**

*The City Rada and utility enterprises will implement up-to-date methods of planning and funding capital improvement/development of communal infrastructure facilities.*

- Technical projects of reconstruction;
- Develop and implement a long-term capital investment plan in the city;
- Include Kovel into national programs

- Use various mechanisms of raising additional funds: state and oblast budget appropriations for state capital investments, elimination of possible industrial disasters, grants, nationwide events, jubilee celebrations, etc.

***Housing and Utilities Department***

**C.3.3. De-monopolization the utilities market in Kovel**

*Develop a concept and a program of utilities sector reform in the city. Create a competitive environment for provision of public services.*

- Working group and market analysis
- Identify specific areas and services that can be provided by private enterprises most efficiently
- Consider privatization (incorporation) of utility enterprises
- Concept of reforming of communal enterprises approved by city council
- Information campaign
- Tender for service provider

***Housing and Utilities Department***

**C.3.4. Create a system of solid wastes collection and handling, consider establishment of a refuse processing plant**

*Housing & Utilities Department will develop an advanced system for solid wastes collection and handling, and explore the question of constructing a refuse processing plant.*

***Housing and Utilities Department***

**C.3.5. Consolidate efforts with other cities to protect interests of local government**

*The City Rada will activate efforts in the area of protecting interests of local government and elimination of problems in legislation concerning a number of local government aspects.*

- Lobby through Rada members of different levels and through political parties
- Lobby through the Association of Ukrainian Cities and Communities

***City Rada***

**C.3.6. System of adjusting tariffs for changes in costs (tariff components)**

*The City Rada will consider adjusting tariffs for utilities to the costs incurred by utility enterprises, taking into account the audit findings, and develop a tariff adjustment system.*

***City Rada Executive Committee***

**C.3.7. Modified payment collection system for housing and utilities (including an incentive plan for compliant payers)**

*Having studied experience of other Ukrainian cities (such as the single pay-book, mobile telebanking, bonuses for compliant payers, bonuses for residential customers paying in advance, etc.), City Rada executive bodies will develop a modified payment collection system for housing and utilities.*

***City Rada***

## SETTING PRIORITIES

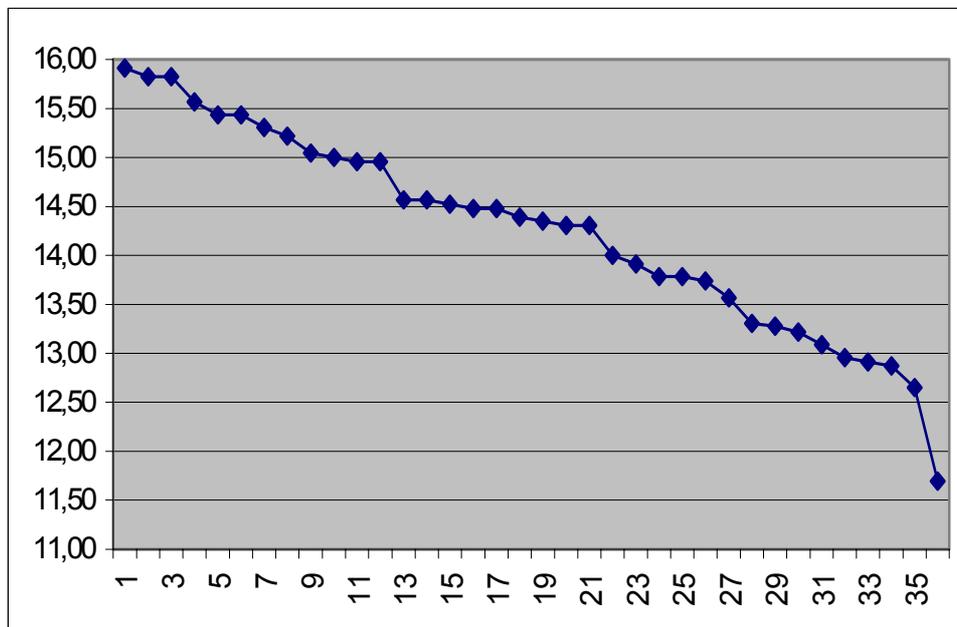
At its meeting on January 16, 2006, members of the Kovel Strategic Development Committee prioritized objectives of the three Action Plans: Business Climate Improvement; Human Resource Development and Communal Infrastructure Development.

The purpose of this exercise was to provide ongoing guidance to the group responsible for managing implementation and the city administration as they allocate scarce human and financial resources to implementation of the Strategic Plan's 36 objectives as well as to help to identify the project for co-financing from the ERUM Innovation Fund. The Strategic Development Committee concluded that all of the objectives are important to the future of Kovel and all are part of the new directions set by the Plan.

However, external conditions will change and it will be very useful for those who are responsible for implementation to understand how the Committee members understood the relative importance of the projects in the plan at the time of adoption. Committee members were asked to rank the 36 objectives on the basis of impact, feasibility (double weight of evaluation), job creation/retention and capital investment potential, timing, Private sector involvement in implementation and compatibility with other objectives. Thirty Committee members participated in the voting.

**Summary of key findings from the voting:**

- The chart 1 shows points to individual projects and the chart 2 shows distribution of projects – number of projects with points within a 0.5 points range. It can be seen that the points were given evenly, with an average between 14 and 14.5 points. There were no significant differences between the grades for individual projects. Only the first three projects and the last one of the total number vary from the rest with ranking within a 3-point difference.

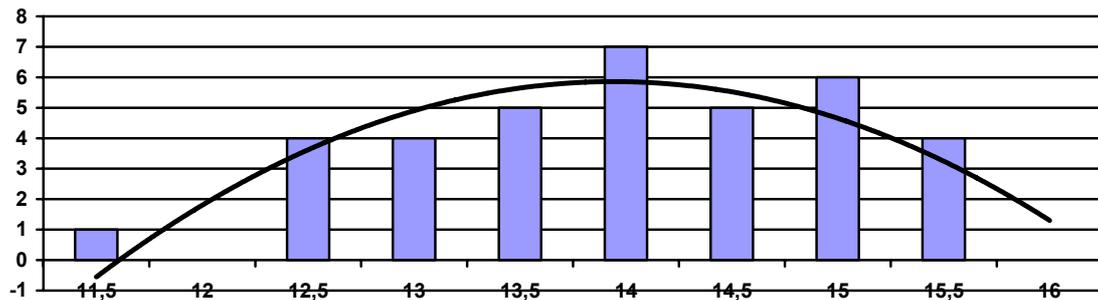


**Chart 1: Grades for individual projects**

- The highest average ranking was allocated to objectives of the action plan "Business Climate Improvement" (14.49) followed by objectives from the "Human Resource Development" (14.42) action plan. This could have been expected due to the overall focus of the plan on economic development and the criteria selected. The projects of the

Communal Infrastructure action plan are ranked little bit lower (14.02) especially in the “feasibility” and “impact on jobs and investment” criteria. However, all objectives are ranked as realistic (feasibility over 3.00 with one exception) and all address the weaknesses of Kovel as identified in the SWOT analysis.

- The highest-ranking goals of the Plan are the A.1 (alliance between business and local government) and A.2 (investment climate) followed by C.2 (Housing sector reform). These goals probably most of all respond to the needs of local businesses and entrepreneurs and show the importance that the Committee places on supporting the creation of a vital business environment on which Kovel believes to be able to build its future economic growth.



**Chart 2: Distribution of projects within 0.5 points range**

- The highest-ranking projects of the entire Plan are the following three: “Regular working meetings”, “Service and Information Center for Businesses” and “Municipal Housing Reform Program”. All of them are realistic and received very high grades on feasibility and timing. At the same time there are very important for completing of other objectives and goals and will attract many businesses to active participation.
- Importance of information providing is underlined also by the projects ranked on the 4th and 5th place – “Database on investment opportunities” and “Improved transparency of decision-making” together with the “Fair of ideas” on the seventh place.
- The “winners” of the Human Resource Development action plan are the project for Vocational Guidance System (on the 6th place) followed by Regular In-depth Labor Market Analysis (ranked 8th). On the other side Lobbying System for Legislative Decentralization received the lowest grades because its feasibility was raising concerns among committee members – and finally was excluded from the Plan at the Task Force meeting.
- At the end of the first ten there are two projects with the highest impact on jobs and investments – “Strengthened ties between the vocational education system and industries” and “De-monopolization of the utilities market in Kovel”.
- Communal Infrastructure action plan scores relatively high on “impact on goal” – the projects get “directly on target” but the costs of implementation are very high which decreases the chance of proper implementation.

The following section is a copy of the ballot, in which the average votes for each objective are noted in the Total column. The yellow shadow of some cells indicates highest ranks within action plans in a particular category. The objectives in italics were finally taken out of the Plan on Task Force meetings.

City of Kovel Economic Development Strategic Plan

Rank	No.	Objective / Project	Impact on goal (0-3)	Feasibility (0-6)	Timing (1 - 3)	Impact on Investment and jobs (0 - 3)	Private sector involvement (0-3)	Compatibility with other objectives (0 - 3)	Total
1	A.1.3	Regular working meetings	2,57	4,30	2,70	1,83	2,26	2,26	15,91
2	A.1.2	Information and service center	2,57	4,30	2,52	2,17	1,78	2,48	15,83
3	C.2.2.	Municipal Housing Reform Program	2,74	4,52	2,22	2,17	1,78	2,39	15,83
4	A.2.1	Database on investment opportunities	2,70	4,09	2,26	2,30	1,83	2,39	15,57
5	A.3.2	Improved transparency of decision-making	2,57	4,17	2,39	2,13	1,78	2,39	15,43
6	B.1.2.	Vocational guidance system	2,70	4,09	2,22	2,35	1,74	2,35	15,43
7	A.1.4	"Fairs of ideas"	2,30	3,78	2,30	2,09	2,52	2,30	15,30
8	B.1.1.	Regular in-depth labor market analysis	2,57	4,13	2,13	2,17	1,87	2,35	15,22
9	C.2.4.	Program to promote condominium formation	2,52	4,00	2,00	2,09	2,39	2,04	15,04
10	C.3.3.	De-monopolization the utilities market in Kovel	2,65	3,26	1,83	2,48	2,30	2,48	15,00
11	B.2.1.	Strengthened ties between the vocational education system and industries	2,74	3,52	2,09	2,57	1,96	2,09	14,96
12	A.2.3	Streamline permitting procedures	2,65	3,70	2,35	2,30	1,57	2,39	14,96
13	A.2.2	Housing Development Program	2,52	3,74	2,00	2,26	1,96	2,09	14,57
14	A.3.1	City web portal	2,35	4,35	2,43	1,83	1,57	2,04	14,57
15	B.1.3.	Long-term employment program	2,43	3,70	2,04	2,26	1,78	2,30	14,52
16	C.3.7.	Modified payment collection system	2,35	3,83	2,30	1,91	1,83	2,26	14,48
17	C.2.1.	Thorough audit of housing maintenance enterprises	2,52	4,17	2,39	1,91	1,35	2,13	14,48
18	C.3.1.	Thorough audit of utility enterprises	2,52	4,13	2,39	1,70	1,43	2,22	14,39
19	A.1.1	Department/Office of Economic Development	2,17	3,83	2,52	1,96	1,48	2,39	14,35
20	C.2.5.	Tariffs to costs adjustment	2,35	3,83	2,43	1,96	1,52	2,22	14,30
21	C.3.2.	Program of phased replacement of worn-out equipment and utilities	2,74	3,83	2,09	2,09	1,48	2,09	14,30
22	C.1.3.	Inventory of lands	2,83	3,70	2,13	1,61	1,35	2,39	14,00
23	C.1.1.	Land/property relations with neighboring village Radas	2,65	3,65	2,13	1,78	1,52	2,17	13,91
24	A.3.3	Geographic Information System	2,30	3,61	2,09	2,04	1,52	2,22	13,78
25	C.2.3.	De-monopolization of the housing services market in Kovel	2,48	3,26	1,87	2,04	2,00	2,13	13,78
26	B.2.2.	Improving the training and retraining quality	2,35	3,43	2,09	2,22	1,74	1,91	13,74
27	C.3.6.	Tariffs to costs adjustment	2,39	3,57	2,48	1,74	1,39	2,00	13,57
28	A.3.5	<i>Integrate the Kovel information system</i>	2,22	3,43	1,78	2,00	1,78	2,09	13,30
29	C.3.4.	System of solid wastes collection and handling	2,50	3,28	2,00	1,89	1,61	2,00	13,28
30	C.1.4.	Reappraise lands and approve the appraisal results	2,39	3,78	2,04	1,65	1,22	2,13	13,22
31	A.3.4	LAN for City Rada executive bodies	2,13	3,61	2,26	1,78	1,30	2,00	13,09
32	C.3.5.	Consolidate efforts with other cities	2,26	3,30	1,87	1,74	1,52	2,26	12,96
33	C.1.5.	Delimit state-owned and communally-owned lands	2,35	3,43	2,13	1,65	1,17	2,17	12,91
34	C.1.2.	The city limits defined and approved	2,61	3,30	2,13	1,57	1,26	2,00	12,87
35	B.1.4	<i>Lobbying system for legislative decentralization</i>	2,39	3,04	2,04	2,00	1,35	1,83	12,65
36	A.3.6	<i>Information and explanation campaign</i>	1,87	2,74	1,87	1,57	1,74	1,91	11,70

## **IMPLEMENTATION MANAGEMENT**

### **IMPLEMENTING THE ECONOMIC DEVELOPMENT STRATEGIC PLAN**

From the beginning of the strategic planning process in Kovel, the importance of implementation and monitoring has been emphasized. The success of the Strategic Plan will be measured by the positive economic and other changes that result from realizing its goals and reaching its objectives.

The first steps in implementing the Plan will be its adoption by City Council. This will be essential to insure the existence of the political will to effect change, and the availability of the human and financial resources needed to implement the Plan's 33 objectives.

To insure that the Plan is realistic and credible, about 40 community leaders from business, industry, government and education participated in creating the Plan. As a result of this dynamic process, a momentum has been created among the members of the Strategic Development Committee and its task forces and sub-committees. This enthusiasm provides an excellent core of support for implementing this program.

Responsibility for monitoring the Plan will be assigned to an Implementation Management Committee (IMC) composed basically of the following persons: Deputy Mayor, Head of the Department/Office of Economic Development, Chair of the Strategic Development Committee, Chairs of the three Task Forces, and other persons interested. The IMC thus reflects the continuation of the public / private partnership, which made this strategic planning process possible – and has been made stronger during the recent months of cooperative efforts.

The IMC will be assisted in its monitoring effort by application of the WISP software program, provided by the LED Project, which will be linked to the city's web site. WISP allows the IMC to chart the progress in implementing each task of each objective. Although entries onto the web site can be made only by authorized IMC staff, the site can be visited by city officials and the general public. In this way, the IMC will monitor the quality of the implementation effort and adherence to the time schedule. Moreover, additional information about projects can be placed on this web site which will then become a useful tool for city marketing.

The IMC will meet monthly to assess progress on each of the Plan's 33 objectives. The Department/Office of Economic Development will provide staff support to the IMC.

In summary, this Strategic Plan is a living document. It is not cast in stone and will be amended as circumstances change. It will be the job of the Implementation Management Committee and all the citizens of Kovel involved in this effort to make certain that the goals, objectives and tasks remain relevant and credible – and are implemented. The Strategic Development Committee will reconvene within one year to evaluate the progress that has been made and consider changes that may be required.

Annex

**PROJECT SHEETS**