An innovative approach to the development project in Lviv. Practical Examples.
**Lviv is the economic, social, cultural, and educational center of Western Ukraine**

**Key Facts**

- First historical records date back to 1256
- Long history of Austro-Hungarian and Polish traditions
- UNESCO-protected city centre: 366 monuments
- 25 museums and over 10 modern art galleries
- Hosting Euro 2012 Football Championship
- Capital of Lviv Region (population: 2.5MM)
- 7th largest city in Ukraine (population: 850,000)
- Area: 171 km²
- 38 institutions of higher education
- 130,000 students in the city
- 2nd leading IT center of Ukraine
- Financial center of Western Ukraine - >100 banks, 2 stock exchanges
- International Airport with direct connect to Kyiv, Vienna, Munich, Moscow etc.
- Gateway from Ukraine to EU - A3 and A5 international routes
- High-speed euro-standard railroad to Krakow under construction
- General Consulates of Poland, Czech Republic, Austria, and Russia
Lviv Complex Development Strategy

**MISSION**

**VISION**

**Priorities**

- City comfortable to live in, study and work
- Developed competitive and innovative economy
- Stronghold of national values. The City of traditions, knowledge, culture, tourism, and sport

**Integral components**

- Lviv Development Master Plan
- The Integrated Concept of Lviv Central Part Development
- Lviv Sustainable Energy Development Program
- Lviv Competitiveness Strategy 2015
- Complex Ecological Program for 2012-2016
- Strategic Plan of Investment Attraction to 2020
- Lviv Cultural Development Strategy 2025
Lviv is an open to the world and friendly to the people city. Preserving unique European heritage for over 750 years Lviv is a stronghold of Ukrainian national and spiritual values.

Working honestly, efficiently, all together, we are building ecologically clean and comfortable for inhabitants, favorable and safe for investors, interesting to travelers environment.

Lviv is modern and dynamic, it is prestigious and joyful to study here, to grow culturally and spiritually, to do sports, to create and to love...
Vision: Lviv in the year of 2025 is...

National traditions
Lviv regularly conducts events regarding popularization of national cultural values.

Comfort for residents
Lviv is a city, where contentment level with municipal services is higher than 80%, with highest level of investments and highest salary level per one resident.

Cultural and touristic capital
There is an annual growth of new touristic products and conduction of cultural events of European significance.

Healthy lifestyle
Lviv is a city with modern sport infrastructure.

High-tech industries
Modern light, food, biotechnical, electronic industries are developing in Lviv. City is a leader in Eastern Europe in the field of IT business.

Education and innovations
Lviv universities are competitive on the market of educational services and are ranked as best universities of the world (TOP-500). Lviv pupils have the highest ratings of external independent testing.

Favorable conditions for business
Lviv – is a city, where level of contentment with transparency and clearness of regulations/procedures for business is higher than 80%. Here functional modern technopark is created according to European standards.

Modern energy supply
CHP-1 and CHP-2 meet the demand of the city in energy for over 30%. Lviv achieved the best level of energy preserving and ecological technologies among oblast centers of Ukraine.

Social protection
All schools, kindergartens, hospitals are repaired and modernly equipped. Level of contentment with medical care is over 80%. Lviv – is the most comfortable city of Ukraine for disabled.

Ecology
Lviv has modernized system of sewerage and of wastewater treatment, dump is closed and there is a new waste processing plant. City parks are arranged. Recreation and entertaining infrastructure is created.
City Administration together with the Foundation for Effective Governance and Monitor Group has developed an integrated economic city strategy that aims to develop priority clusters as well as four key economic pillars:

- **Shared Economic Vision**

- **Tourism Cluster**
  Realize Lviv’s potential as a major CEE tourism destination by aligning cluster participants behind a focused tourism strategy and upgrading tourism experience and the overall infrastructure to cater to the target tourist markets and segments.

- **Business Services Cluster**
  Drive cluster collaboration and attract expertise and capital to develop and promote Lviv as a leading CEE business services center that leverages local human potential to serve Ukrainian and international customers.

- **Education**
  Education aligned with business needs provides companies with a well-qualified pool of talent for growth and ensures talent development and retention in Lviv.

- **Foreign Direct Investment Agency**
  Foreign Direct Investment Agency attracts capital and expertise to Lviv to boost development in priority areas.

- **Governance Transparency**
  Improved business regulation and a general culture of transparency allows companies to develop in a transparent and business-friendly environment.

- **Supporting Infrastructure**
  Providing/ upgrading the city infrastructure that supports the development of clusters and the overall economy.

**Funding**

Obtaining and generating the funds required for financing city investment in cluster development and economic pillars.
Examples of strategy implementation

- Lviv Promotion Concept
- Business tourism development
- Development of bicycle infrastructure
- The Integrated Development Concept (IDC) for the Old City of Lviv
- Infrastructure projects
- Development of Industrial park
- Energy management system
- Opening of the first municipal business incubator for IT sector
Lviv Promotion Concept

- **Internal promotion**

  **In Lviv** – organizing city contests and events,  
  “Transparent government” – publishing informational booklets, placing of social advertising,  
  “Authorities and community - Partners” - involving NGO’s and institutions, business for cooperation, joined projects and events.

  **In Ukraine** – “Lviv’s hospitality for tourists”, “Lviv – the biggest Ukrainian speaking city in the world”, “Lviv – center of Ukrainian traditions”, “In Europe without visa”,  
  “Lviv – city of festivals”

- **External promotion**

  **In Europe and the world** – “Lviv - you should meet with him”, “Lviv – last hidden jem of Eastern Europe”, Lviv open for investors.
Established in 2013 as a subdivision of Lviv City Council

A platform for the cooperation between the authorities and business sector in the sphere of marketing, that aims at common promotion of Lviv as an attractive city for hosting meetings, incentives, conferences and events (MICE)

**Fields of work**

**Sales and marketing**
- ICCA membership
- FAM-trips
- Press tours
- Marketing plan development
- Honorary Ambassadors Program
- Participation in international forums

**Promotion**
- Website promotion
- Active presence in social media
- Meeting planner’s guide
- Videos
- Promo campaign in Ukraine
- Promo materials

**City environment**
- Main city conferences support
- Cooperation with travel agencies
- Tourism barometer
- Events calendar
- Monthly newsletter
- Surveys

**Infrastructure**
- New congress and convention center
- Improvement of the existing conference halls
- Standards introducing
Investment portal of Lviv city
www.investinlviv.com

- Promotion of the city, as a good place for entrepreneurship activity, between potential investors through the participation in business meetings, forums etc.

- Promotion of portal through social networks Facebook, LinkedIn, links on the partners pages (EBA, UDC, Lviv Today, etc.)
Goal of the project: construction of the 270 km bicycle paths
Project costs: 58 million UAH.
Project implementation period: 9 years
With the support of the Ukrainian-German project "Municipal Development and Rehabilitation of the Old City of Lviv", the City of Lviv developed The Integrated Development Concept (IDC) for the Historical Old City of Lviv.

- The concept was formally adopted by the Lviv City Council on the 21st April 2011, and was the first of such concepts to be adopted in Ukraine.

- The IDC is concerned with all the important measures and projects related to the regeneration of the historical inner city of Lviv over the next 10 years.
Infrastructure projects

- EBRD-funded Projects:
  - Lviv Public Transport Modernization – 38 mln euro
  - Sykhiv Tramline Extention – 15 mln euro
  - District Heating Modernization – 30 mln euro
  - Sludge Treatment – 22 mln euro
- German government (KfW, GIZ):
  - Historical Heritage Rehabilitation
  - Bicycle Infrastructure
  - Energy Efficiency
- The World Bank and IFC:
  - Water Supply
  - Waste Management
  - Energy Efficiency
- European Commission
  - Purchase of used rolling stock
  - Construction and rehabilitation
  - Supply of equipment, new technologies
  - Cogeneration
  - Repair and renovation
  - Construction of bicycle lanes
  - Heat Insulation
  - Waste treatment technologies and equipment
Industrial Park Project

25 hectares in industrial zone, expansion possible

Water
- D = 500
- €0.45/m³

Electricity
- €0.076/kWh

Gas
- D=89
- €0.374/m³

- City Center
- A4 highway along the site
- Lviv International Airport
- Airport Cargo Terminal
- Major Rail Cargo Terminal
- Catchment area (50k inhabitants)
- 10 intercity and municipal bus routes
Energy management system

SEAP

Plan for the Sustainable Energy Development

STRATEGIC OBJECTIVES OF MUNICIPALITY:

IN ACCORDANCE WITH NATIONAL AND INTERNATIONAL DOCUMENTS

- REDUCE ENERGY CONSUMPTION BY 20% BY 2020 AND 50% BY 2030,

- REDUCE HEAT LOSSES DURING TRANSPORTATION BY 7-8% IN 2020,

- REDUCE THE VOLUME OF NATURAL GAS USE BY 20% BY 2020 THROUGH COST SAVINGS AND ITS REPLACEMENT WITH ALTERNATIVE FUELS,

- REDUCING CARBON DIOXIDE EMISSIONS BY 20% BY 2020 DEVELOPMENT OF THE RENEWABLE ENERGY SOURCES TO 20% OF THE TOTAL CONSUMPTION OF PRIMARY ENERGY

TIME HORIZON

10 YEARS (TILL 2020)

SCOPE OF COVERAGE

ALL SECTORS

SCOPE OF COVERAGE

STRATEGY (OPTIMAL AMOUNT OF ENERGY SAVING, OPTIMUM ENERGY BALANCE, BELONGING ECOLOGICAL STATUS)
The director of economic policy department.

Responsible for energy monitoring in public buildings (324 persons).

Energy managers of departments and sectors (11 persons).

Office of energy management (5 persons).

The First Deputy of city Mayor.

Energy managers of districts administrations (6 persons).

Energy managers of Lviv Communal Enterprise (51 persons) responsible for views collecting of the metering devices.

The diagram illustrates the Energy management system with two main sections: Monitoring of energy consumption for Institutions of public sector and Institutions of residential areas. Each section includes various roles and responsibilities.
Energy management system
Startup Depot. Lviv IT Business Incubator

Areas of activity:

**Coworking**
- creative lab for developers, companies, designers and entrepreneurs
- Workplaces 24/7 with high speed internet, kitchen etc.

**Mentorship**
- 2 month course of methodology of IT startup launching for people with IT business ideas (10-12 participants)
- Mentorship from successful entrepreneurs

**Events**
- meetups with successful entrepreneurs
  - 2 events/month
- Hackathons
  - 1/quarter
- Startup conferences
  - 1/year

**Consulting**
- feedback for business ideas
- business model
- financial model
Startup Depot. Lviv IT Business Incubator

**Business model of Startup Depot:**

*Self – sufficient organization that needs no external funding*

- Coworking fees
- Fees for participation in mentorship programs and events
- 3 % of share in successful companies

**Results and key figures:**

- 40 + residents in coworking
- 23 startups participated in mentorship program
- 1000 + events
- 25 + were consulted (business, legal, accounting)
Next steps

- Lviv Business Park
- Support center for entrepreneurship and innovations
- Revitalization and public space development
- PPP development
- Energy management of housing sector
- e-government
THANK YOU FOR YOUR ATTENTION!

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