

DEVELOPMENT STRATEGY OF THE LUTSK CITY TERRITORIAL COMMUNITY UNTILL 2030



Lutsk 2024

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The views expressed in this document are those of the authors and do not necessarily reflect the position of Council of Europe.

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OPENING REMARKS OF LUTSK CITY MAYOR



Dear residents of the Lutsk City Territorial Community!

Today we are opening a new page in our history and taking joint responsibility for our future.

Understanding the modern requirements and criteria for success, together with the desire to preserve and enhance the ancient greatness and historical identity, unites us and encourages us to take decisive actions.

We dream of a peaceful sky and sustainable development, where economic prosperity is combined with careful attitude to the natural environment. We wish inclusiveness, where every resident, regardless of their capabilities, has equal access to the city's benefits. We wish cultural diversity and social solidarity, where each of us feels as a part of a united community.

To realize common dreams, ambitions and beliefs in a happy future we elaborated Development Strategy of Lutsk City Territorial Community until 2030, which I offer to your attention.

This document is not only a long-term programme of measures aimed at improving the living standards of the community's population by stimulating economic growth, developing social infrastructure, and introducing the latest information technologies in all spheres

of life, but also the unified values and goals of the residents of Lutsk and the algorithm for achieving them.

The Strategy contains not only our dreams, but also analyses and evaluation of the reality of our capabilities. As a result, we have received the basic directions for strategic development, which allow us to attract investments in priority sectors of the economy, increase the number of jobs, encourage young people to participate in community life, and expand cooperation with international partners.

In fact, we offer a way to create a comfortable, renewed, recognisable community that will be known and loved in Ukraine and abroad. Communities with a high quality of life, with their own cultural and spiritual traditions, competitive economy and high scientific potential.

I am grateful to every defender who defends Ukraine from the enemy and gives us the opportunity to live and plan.

I am grateful to every volunteer who supports our soldiers, to everyone who helps Ukrainians who have found refuge from war in our community, to every doctor, educator, businessman, employee of public utilities, manufacturing and services, and every resident for their hard, professional and dedicated work during this difficult time of war.

I am grateful to our international partners and donors for their help and the opportunity to implement our plans and develop our community.

I thank everyone who participated in the development of the Strategy and contributed to the future of the community.

Your support, your involvement and your activity is what will make this Strategy a reality.

Let's work and build the community we dream of and deserve.

Ihor POLISHCHUK
City Mayor

INTRODUCTION

Strategy of Lutsk City Territorial Community until 2030 is a document that combines the ideas and visions of the community's residents about the future of Lutsk and the annexed settlements, reflects the analysis and administrative decisions of the representative and executive local authorities, and provides proposals for the challenges faced by Ukrainian communities in terms of socio-economic development during the warfare, as well as the state's vision for regional development.

The Strategy defines the vision of the future of the Lutsk community, describing the progress to be made to make it the best place to live, a magnet community for work and education for young people and adults in the next 7 years. The document outlines the greatest potential of the city, specifies the development policy, sets goals to be achieved, and formulates a framework for further concerted actions.

The basis for the development of the Strategy of Lutsk Community until 2030 is the widest possible involvement in its formulation and implementation of all stakeholders in the development of the community, both on the territory and beyond - from individual residents, through social and informal groups, non-governmental organizations, to local authorities, external consultants and the private sector. Thus, the largest number of stakeholders have become de facto co-authors of the Strategy.

The document was developed with the involvement of Council of Europe experts, who mediated between the opinions of residents and the vision of the authorities, summarised the discussions and developed the basis for the draft document. At the same time, the main coordinating role in the development of the Strategy was played by the strategic committee, whose composition was approved by the order of the Lutsk City Mayor dated 11.08.2023 No. 250, which included 18 members - representatives of authorities and public.

The methodological process of preparing the Strategy was based on the Methodological Recommendations on the Procedure for the Development, Approval, Implementation, Monitoring and Evaluation of Territorial Community Development Strategies, approved by Order No. 265 of the Ministry of Communities and Territories Development of Ukraine; the Municipal Strategic Planning Toolkit developed by the Council of Europe's Centre of Expertise for Good Governance; and the principles of state regional development policy defined by the current legislation.

At different stages, more than 3,000 people were involved in the preparation of the strategy, including two types of public opinion polls. The maximum involvement of residents, external experts, city council managers and civil society representatives helps to avoid the risk of overlooking important aspects or needs of different social groups, and also allows to use all the benefits of the participatory process, including legitimization and adoption of a common vector of community development, regardless of political factors.

Thus, the main sources of information for Strategy's development were:



A representative sociological survey of **600 respondents**, conducted FAMA research agency on behalf of Council of Europe;



13 participatory thematic events in the CivicLab format and a workshop involving **358 participants**;



An open online survey of community residents, which was completed by **2254 respondents**;



involvement of experts from the Council of Europe project;



15 personal interviews with the most influential local stakeholders in proportion to the areas of community's development;



analysis of available statistical and other open data on the state of community; development;



analysed media, state, regional and sectoral programmes.



work of **18 members** of the strategic committee; of the strategic committee;



Creation of **10 sectoral thematic** groups of authorities and civil society representatives to conduct a SWOT analysis and action plan;

As part of the elaboration Strategy of the Lutsk Community until 2030, the strategic development goals of the city of Lutsk until 2030, approved by the decision of the city council dated 30.01.2019 No. 52/78, as well as the Development Strategy of the Volyn region until 2027, approved by the decision of the session of the regional council dated 13.10.2020 No. 32/3, and Passport of the Lutsk City Territorial Community dated 01.01.2022, were taken into account and further analysed. The Strategy envisages and includes measures to implement the UN Global Sustainable Development Goals, European integration agreements between Ukraine and the European Union, the Council of Europe Action Plan for Ukraine for 2023-2026 «Resilience, Recovery and Rebuilding», and national programmes for the reconstruction of Ukraine's regions.

Strategy of the Lutsk Community until 2030 is, first and foremost, a record of the vision of the community's future developed by residents and authorities. At the same time, Strategy is also a proposal for local government cooperation, addressed to all institutions and entities (economic, scientific, industrial, social, cultural, etc.) that recognise its goals as common. The strategy can also inspire their own plans and initiatives, guaranteeing the support of local authorities to those who implement their projects within the areas defined by the strategy. For community residents, Strategy is information about the planned changes and a declaration of efforts to implement them, so each reader will be able to find something in the document that meets their needs.

ABBREVIATIONS

Lutsk community – Lutsk city territorial community

UN – United Nations

UNICEF – United Nations Children’s Fund

UNESCO – United Nations Educational, Scientific and Cultural Organization

EU – European Union

IDP – internally displaced persons

SE – state enterprise

CE – communal enterprise

CI – communal institution

CNPE – communal non-profit enterprise

LA – local authority

SPS – sewage pumping station

ASC – administrative service centre

GSEI – general secondary education institutions/school

PEI – pre-school education institutions/Kindergarten

HEI – higher education institution

CYSS – children and youth sports school

SDW – solid domestic waste

TPS – thermal power station

IHU – individual heating unit

CHU – central heating unit

IC – international checkpoint

IRC – inclusive resource center

LLC – limited liability company

PIT – personal income tax

HCS – housing and communal services

Condominium – Condominium

BSG – body of self-government

CCPHP – city center of physical health of the population

SCYSSOR – Specialised children’s and youth sports school of the Olympic reserve

USARPEB – Unified state automated register of persons entitled to benefits

MAC – the maximum allowable concentration

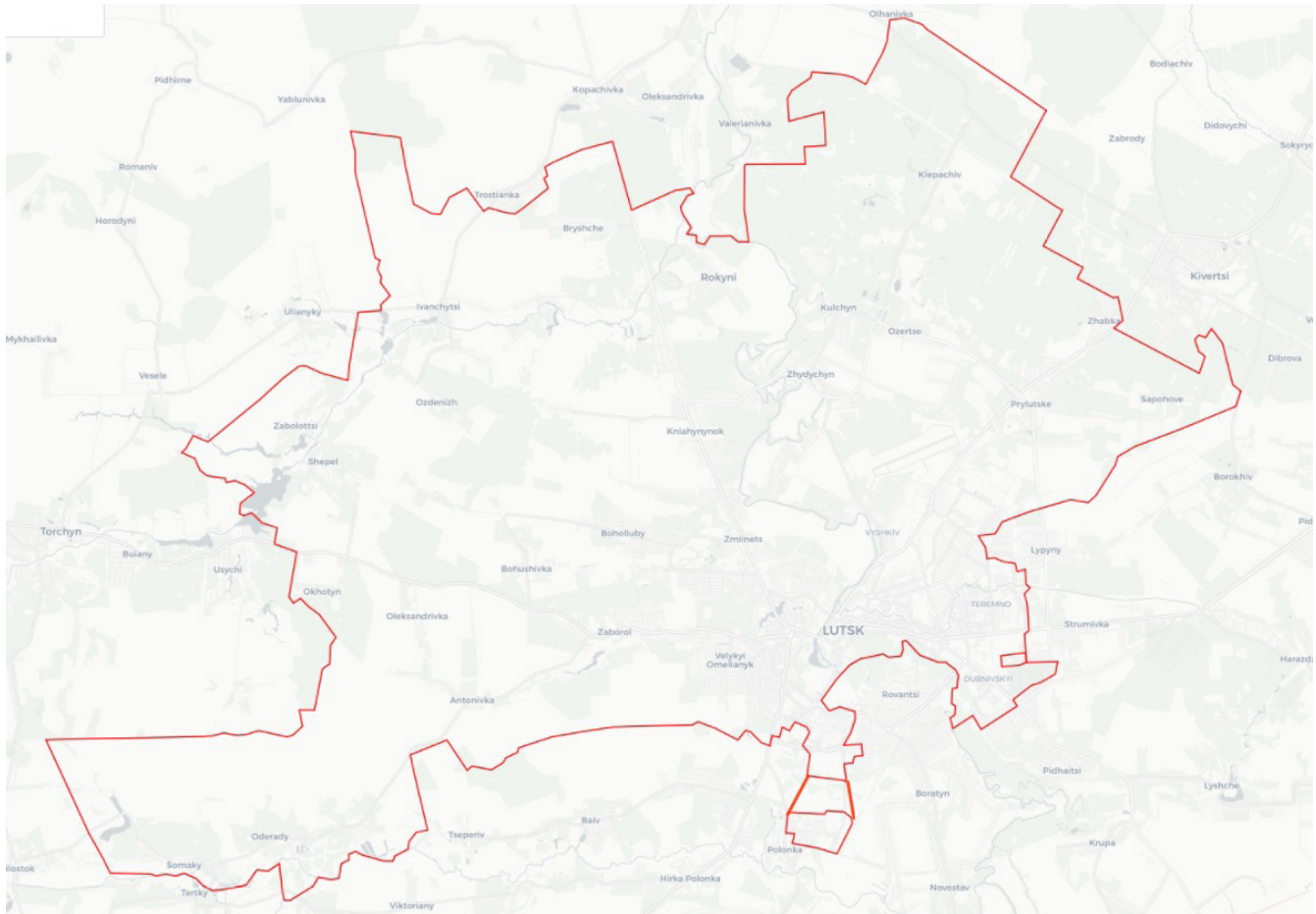
SPS – solar power station

PJSC – public joint-stock company

MCA – military and civil administration

SEA – subject of economic activity

SECTION 1. ANALYTICAL PART



This section contains information and results of the analysis of the Lutsk community based on available statistical and municipal data as of 2022, 2023 and early 2024. Section 1 includes information provided by local governments, collected by external experts from public sources, obtained from sociological surveys conducted by FAMA (hereinafter referred to as the sociological survey [5]) in 2023, the 8th Municipal Survey IRI (hereinafter referred to as the municipal survey [6]) and other studies conducted during the period of writing the strategy used for comparative analysis.

Given that the community has developed and is constantly updating Passport of Community, the analytical section contains information that describes general data on the Lutsk community, as well as key indicators and emphasis on human, economic, social, sustainable, and security development of the territory, which is reflected in the relevant subsections.

1.1. GENERAL INFORMATION ABOUT LUTSK COMMUNITY

Lutsk city territorial community is located in the northwestern part of Ukraine and the southeastern part of Volyn region.

Community consists of 1 city, 1 settlement and 34 villages.

Community composition: Lutsk city, Prylutskyi starostynskyi district (villages Prylutske, Dachne, Zhabka and Sapohove), Zhydychyn starostynskyi district (villages Zhydychyn, Klepachiv, Kulchyn, Lypliany, Nebizhka, Ozertse), Boholiubsky starostynskyi district (villages Tarasove, Boholiuby, Bohushivka, Ozdenizh, Ivanchytsi), Kniakhynynivsky starostynskyi district (villages Kniakhynynok, Bukiv, Rokyni, Bryshche, Zmijynets, Mylushyn, Mylushi, Motashivka, Syrnyky) and Zaborolsky starostynskyi district (Zaborol, Antonivka, Velykyi Omelianyk, Vsevolodivka, Oleksandrivka, Oderady, Horodok, Siomaky, Shepel, Zabolotsi, Okhotyn).

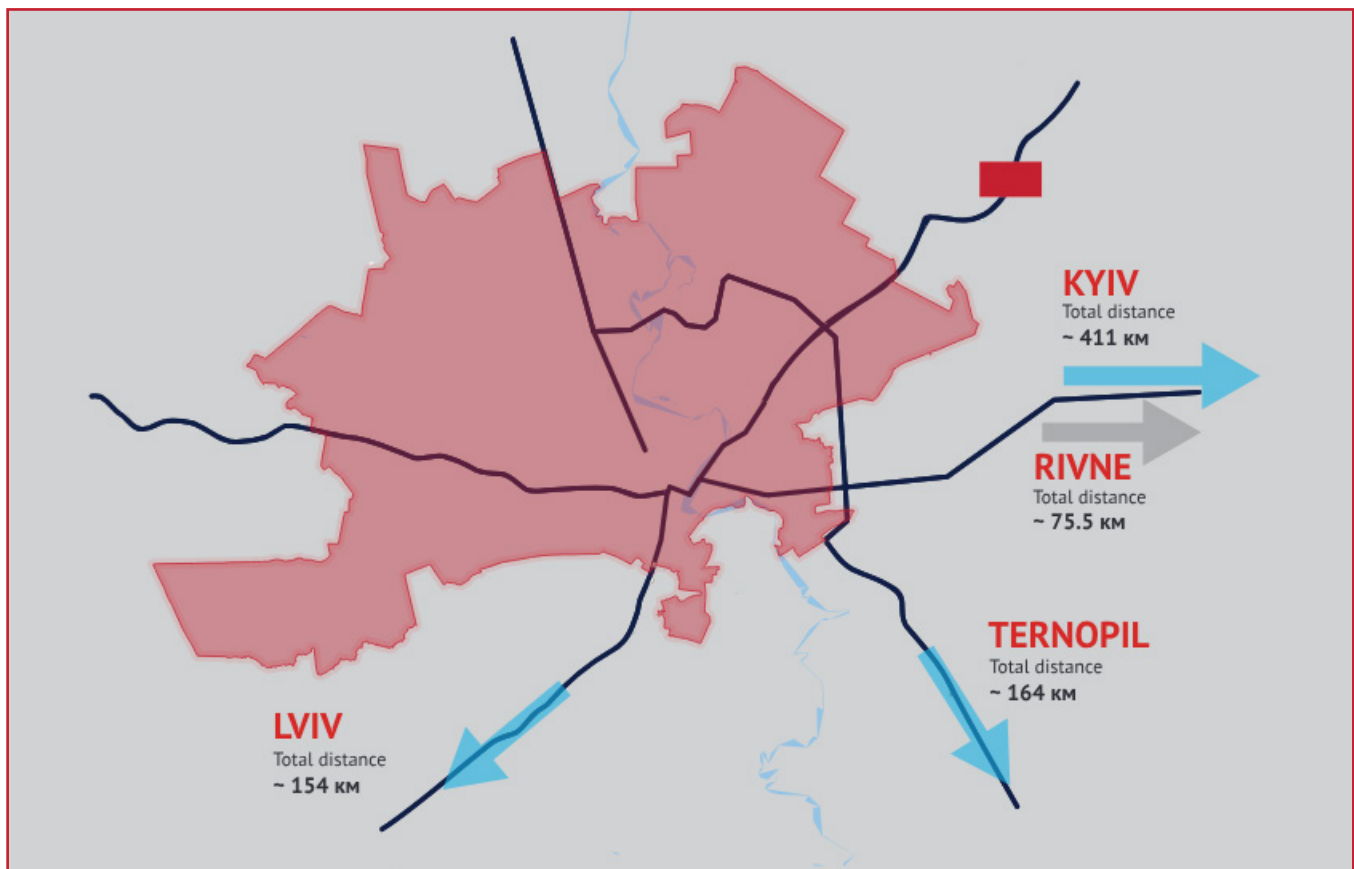
The city of Lutsk is the regional administrative centre of Volyn region, an important industrial and economic hub in the western region of Ukraine.

In its current form, the community was formed in accordance with the order of the Cabinet of Ministers of Ukraine dated 12th of June 2020 No. 708-r.

Area of Lutsk city territorial community: 38 257,43 hectares (382.57 km²). Height above sea level: 181 m.

First chronicle mention: 1085.

Distance to the capital of Ukraine - Kyiv is 398 km. Lutsk is located at a short distance from other major cities of Western Ukraine and is connected to them by high-quality motorways. Rivne is 70 km away, Lviv 178 km, and Ternopil 176 km. In addition, Lutsk community is located at the intersection of routes from Ukraine to the European Union. Interstate roads connecting Ukraine and Poland pass through the city. The distance to the state border with the Republic of Poland (IC «Ustyluh») is 85 km.



The navigable river Styr, which is a tributary of the Prypiat and has a connection with the Dnipro, flows through the city.

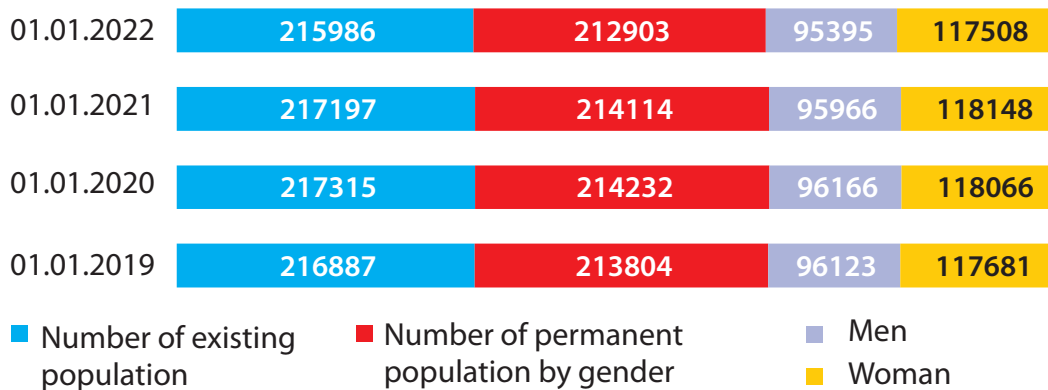
The territory of community is located within the Volyn Upland and is part of the morphological structure of the Lutsk-Rivne forest belt. Lutsk is located in the forest-steppe zone of typical chernozem and grey podzolic soils. The climate of the community is temperate continental with mild winters and warm summers. The average annual air temperature is 9.4 °C (the lowest average winter temperature is -0.1 °C), and the highest average summer temperature is +20.4 °C. The average annual relative humidity is 78%. There are 160 architectural and historical monuments in Lutsk, of which a quarter of a hundred are monuments of national importance. The majority of these monuments are concentrated in the Old Town, the State Historical and Cultural Reserve. In Lutsk, you can see one of the Seven Wonders of Ukraine - Lutsk Castle or Lubart's Castle, which is among the five most beautiful fortifications in the country and is the most interesting for tourists (FAMA research). Other tourist attractions include Lesia Ukrainka Street, Golovan's House, the Lutheran Church, the Cathedral Church of the Holy Apostles Peter and Paul, and the Great Synagogue.

1.2. HUMAN DEVELOPMENT

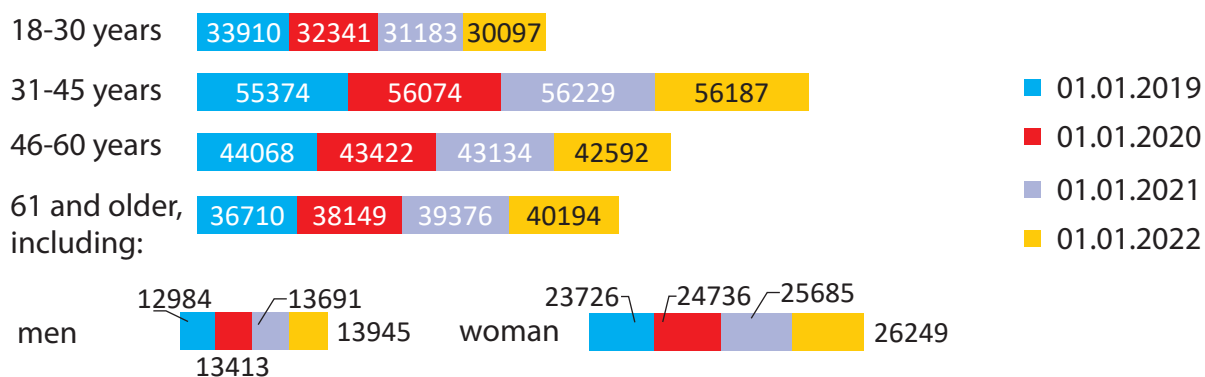
The current population of the Lutsk community on the 01.01.2022 is 243 482 people, Lutsk – 215,986 people. As of 31st January 2022, the State Voter Register database contains a record of 170,550 voters in the Lutsk community.

The total population decrease in 2021 compared to 2020 was 1,211 people. The natural decrease was 867 people, which is 430 people more than in 2020. The migration decrease was 344 people, compared to a migration increase of 319 people in 2020. The sociological survey highlights the migration moods of the community residents in 2023, namely that 20% of residents aged 18-35 and 11% of residents aged over 36 have thought about moving out of the community in the last two years.

Summarized indicators of social development of Lutsk residents are presented below:



Number of permanent population by age group



Obviously, due to the active hostilities in Ukraine, the economic, gender and age structures of the population have changed, but real data will be available after the end of martial law in the country. For example, in 2022, 18,960 internally displaced persons were registered in Lutsk, and on the 1st of July 2023 10,000 people remained in the city.

Studying the social and economic values of community residents is the key to a deeper understanding of their needs and priorities. Thus, the sociological survey showed that paternalistic attitudes towards the state are widespread among the local population of the Lutsk community (57%), while almost two-thirds of residents believe that the hard work is the key to success, and one in eight residents calls competition as a positive phenomenon, as it stimulates work and the development of ideas. Family is the highest value for the residents of the Lutsk community (98%), than goes social environment (83%), free time (80%), self-development (75%), and work (72%). The number of residents who noted the importance of work is one-third higher than the number of those who believe that hard work is the key to a good life in the future. The level of trust between the residents of Lutsk is rather low, as the survey showed that only a little over a third of the residents believe that they can trust most people, while 61% believe that they should be careful in their relationships with others. It is worth noting that this trend in the formation of social capital is not specific to Lutsk, as it is commensurate with the values on average in Ukraine.

The social infrastructure of Lutsk community consists of dozens of institutions of various types and ownership, with a significant prevalence of state and communal provision over private provision. The scientific and educational potential of the community is represented by 38 general education institutions, 5 vocational schools, and 10 higher education institutions. The number of permanent pre-school institutions is 51 (including 1 as part of an educational association of a general secondary education institution).

Children have the opportunity to attend out-of-school institutions: Palace of Student Youth, Lutsk City Centre for Scientific and Technical Creativity of Student Youth of Lutsk City Council, City Centre for Tourism, Sports and Local History of Student Youth of Lutsk City Council, Volyn Regional Minor Academy of Sciences.

The network of pre-school education institutions in community covers 9,405 children, including 1,802 children from privileged categories. On average, the occupancy rate of kindergartens, according to the list, is 70%, and the pre-school education coverage rate is 85.9%, however, according to the Department of Education in 2023, only 76.5% of children enrolled in the queue could receive this service. As of 2022, there are 14 inclusive groups in the community with 44 children in them - in the kindergartens No. 9, 21, 38, 45, 21.

According to the results of the municipal survey, more than 65% of Lutsk residents are satisfied with the services provided by municipal preschool education institutions. This is the highest rate of all regional centres surveyed in 2023.

In the years 2022-2023, 33,306 pupils were enrolled in 1,119 classes in the schools of the Lutsk community. According to the Ministry of Education and Science, the average class size in Lutsk in 2023 was 30.48 students per class. To the end of 2022, 680 pupils from among the internally displaced persons were enrolled in Lutsk community's educational institutions. The majority (66%) of the community residents report a high level of satisfaction with the quality of school education in the community (according to a municipal survey).

The network of out-of-school educational institutions of Lutsk community consists of 4 communal institutions, which cover 5,438 children, and the number of teachers is 108. The community also has 5 institutions of children's and youth sports schools of communal ownership of the city council, with a total of 1,994 pupils.

In addition to out-of-school and sports institutions of communal ownership, the community has 10 sports schools of state and regional ownership, as well as 19 sports infrastructure institutions (open sports grounds) on the balance of the communal institution Lutsk CCPHP «Sport for All». However, the results of a sociological study show that less than 50% of Lutsk residents are satisfied with the accessibility and opportunity for children to attend clubs, and even fewer are satisfied in the annexed communities (41%).

Community has also created conditions for the creative development of children, youth and adult residents in creative associations, studios, clubs and amateur groups. In total: 146 creative groups in clubs with 2,265 participants; 34 groups in libraries with 200 participants. Among the most famous are folk amateur groups: «Volynianochka», «Volynianka», «Yunist», «Chachka», «Zerniatko», veteran choirs, etc. In particular, there are 5 art schools in Lutsk community, where more than 3,000 children receive primary art education. The visible result of this work is a large number of winners of art competitions (every year more than 300 children become winners of prestigious art competitions and festivals). There are 58 creative teams in art schools with about 1,500 participants. The violin ensemble, folk music ensemble «Volyniany», choir «Dzvinochok», chamber orchestra «Con Moto» and folk group «Zorianytsia» are internationally recognised.

Professional and higher education in Lutsk is represented by 10 institutions with a total number of students of 17,994 in 2022 and 1,217 lecturers. The largest number of students is enrolled in Volyn National University named after Lesya Ukrainka (9,234 students), Lutsk National Technical University (9,737 students) and the communal institution of higher education «Lutsk Pedagogical College» of the Volyn Regional Council (1,610 students). The educational services provided by higher education institutions are as follows in terms of academic specialities:

	Загалом
014 Secondary education	2035
035 Philology	999
081 Law	904
076 Entrepreneurship and trade	861
053 Psychology	849
192 Construction and civil engineering	659
073 Management	652
122 Computer science	581
022 Design	537
121 Software engineering	529
141 Electric power engineering, electrical engineering and electromechanics	499
274 Automobile transport	498
205 Forest management	477
075 Marketing	459
013 Elementary education	440
017 Physical education and sport	428
071 Accounting and taxation	416
123 Computer engineering	392
072 Finance, banking and insurance	389
012 Preschool education	323

275 Transport technologies	317
133 Sectoral machine building	307
016 Special education (inclusive)	306
101 Ecology	297
291 International relations, public communications and regional studies	278
241 Hotel and restaurant business	276
131 Applied mechanics	258
181 Food technologies	243
051 Economics	233
208 Agricultural engineering	232
292 International economic relations	220
132 Material Science	178
256 National security	174
191 Architecture and urban development	167
201 Agronomy	167
061 Journalism	154
242 Tourism	154
193 Geodesy and land management	153
025 Musical art	148
171 Electronics	144
024 Choreography	142
227 Physical therapy, ergotherapy	140
182 Light industry technologies	131
281 Public management and administration	123
103 Earth Sciences	118
222 Medicine	115
113 Applied mathematics	113
091 Biology	110
111 Mathematics	109
151 Automation and computer-integrated technologies	106
029 Information, library and archival affairs	102
034 Culturology	96
226 Pharmacy, industrial pharmacy	96
231 Social work	95
052 Political science	94
023 Fine art, decorative art, restoration	92
227 Therapy and rehabilitation	92
106 Geography	89
032 History and archaeology	79
174 Automation, computer-integrated technologies and robotics	79
172 Electronic communications and radio engineering	75
105 Applied physics and nanomaterials	73

232 Social care	71
091 Biology and biochemistry	63
104 Physics and astronomy	60
262 Law enforcement	60
102 Chemistry	58
125 Cybersecurity and information protection	56
027 Museum studies, monument studies	54
011 Educational and pedagogical sciences	39
153 Micro- and nanosystems engineering	24
152 Metrology and information and measurement techniques	21
176 Micro- and nanosystems technique	14
187 Woodworking and furniture technologies	7
033 Philosophy	6
054 Sociology	6

On the territory of Lutsk community, the regional «Volyn Medical Institute» provides educational services, which has 606 applicants for higher education in the following areas: Nursing (including emergency medicine) and Pharmacy, Industrial Pharmacy. There is also a medical faculty at the Volyn National University named after Lesya Ukrainka (Medicine, Pharmacy/Industrial Products, Therapy and Rehabilitation/Ergotherapy).

The healthcare sector of the Lutsk community includes 5 communal enterprises and 14 institutions subordinated to the Volyn Regional Council. Under martial law, in 2022, 26,682 patients were treated in inpatient facilities in the healthcare institutions of Lutsk community, and the number of outpatient visits was 1,203,371.

According to the municipal survey, the majority of Lutsk residents are not satisfied with the quality of healthcare services in the community, as evidenced by 48% of respondents, which is why special measures should be envisaged in the operational objectives of the development strategy for this sector.

The social policy of Lutsk City Council is in line with the defined directions of the state social policy. On the 1st of January 2022, the actual number of residents receiving various types of social benefits and registered in the USARPEB was **48,983**, of whom:

- veterans of war – **6 667**;
- veterans of labour – **12 998**;
- children of war – **8 185**;
- veterans of military service and law enforcement bodies – **1 999**;
- persons with disabilities as a result of military service – **98**;
- rehabilitated citizens – **47**;
- persons with disabilities (except for persons with disabilities caused by war) – **8 456**;
- multi-child families – **1 312**;
- children from multi-child families – **1 783**;
- people affected by the Chernobyl disaster – **4 899**;
- others.

Territorial Centre for Social Services (social services provision) of the Lutsk City Territorial Community provided services to 3,496 community residents, of whom 957 received home care services (including 111 people in rural areas) in 2024. In total 448,793 social services were provided to 4,310 citizens in 2023.

Department of Social and Veteran Policy of the Lutsk City Council established a Support Centre for Families of War Prisoners and Militaries and Women Reported Missing. «Mutual Support Centre for Internally Displaced Persons» and Psychological Headquarters were launched under the Department of Social Services for Family, Children and Youth of Lutsk City Council under martial law in February 2022. A free telephone line for information and psychological support is available around the clock.

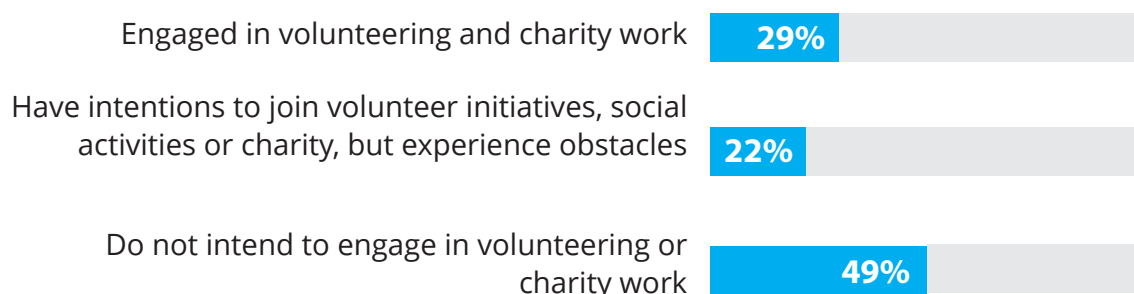
To develop a system of special services for prevention the domestic violence, two mobile teams of social and psychological assistance to victims of domestic and/or gender-based violence were created with the support of the UNFPA and have been operating since 2022. In 2022 «VONA Hub» career space was opened in Lutsk for women who have suffered from or are at risk of domestic/gender-based violence.

In 2022 2 family-type homes were established in the community, where 11 orphans and children deprived of parental care were placed, and 1 foster family with 3 children was established.

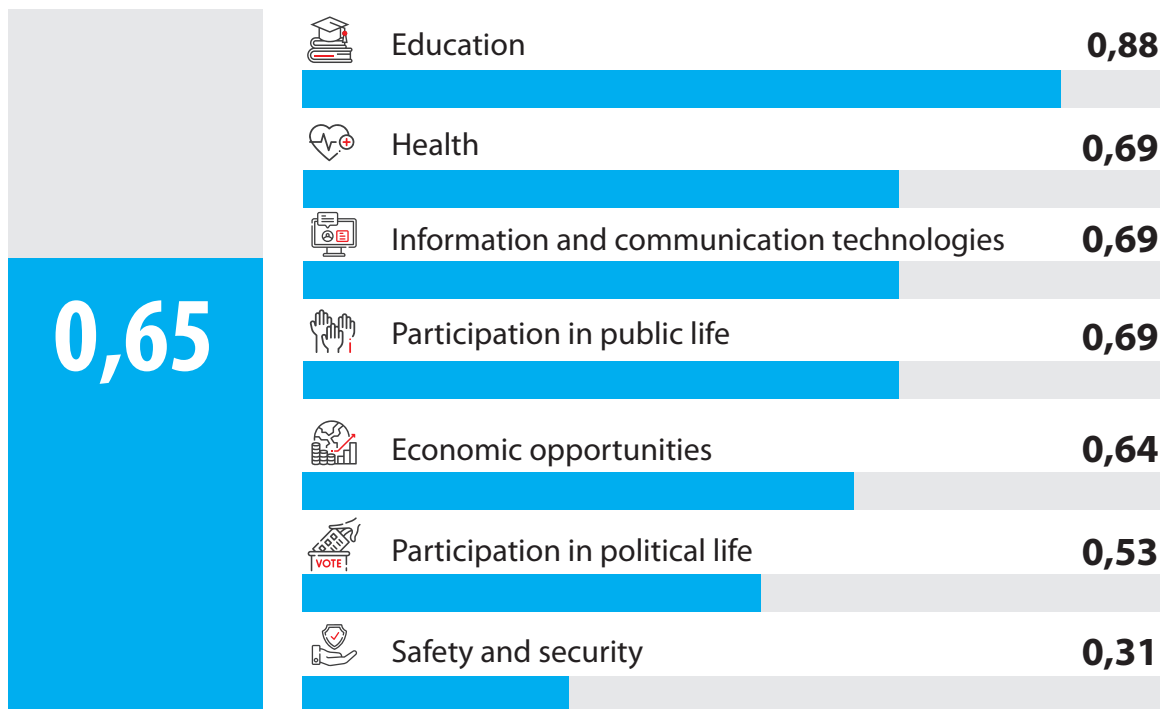
The municipal survey shows that only 36% of community residents consider the social services provided in the community to be excellent or good, while accessibility for people with disabilities and inclusiveness in the community are rated highly by only 28% of the residents. In the face of challenges caused by the consequences of the hostilities these figures do not differ from the average for Ukraine, improving the quality of social services and accessibility should be given more attention in strategic priorities.

Department of Youth and Sports implement youth policy in the Lutsk community. The community has established and operates communal enterprise «Lutsk City Youth Centre», which in 2022 organised more than 430 events and involved about 13,000 people. Besides that, the Youth Council, consisting of 30 young people, was created and is operating at Lutsk City Council. According to a sociological survey, more than 53% of Lutsk residents and 45% of residents of nearby villages highly appreciate the work of public spaces and centres, which indicates uneven attention to the development of community hubs in and around the city. However, regardless of the place of residence, in 2023 about 30% of community's citizens participated in civil activities (volunteering, civil engagement, charity) - see Figure below:

Involvement in volunteer initiatives, community activities or charity



In 2022 for the fourth time Lutsk became one of the 10 finalists of «Youth Capital of Ukraine» competition out of 34 Ukrainian cities (the final was not held due to a full-scale Russian invasion in Ukraine). According to the Youth Wellbeing Index by the United Nations Population Fund, Lutsk received a result of 0.65 score out of 1 in 2023. This is how youth in Lutsk assessed their ability to use information and communication technologies, participate in political decision-making processes and ensure conditions for education, healthcare, security, etc. See below:



Compared to neighbouring regional centres, the youth well-being index in Lutsk in 2023 is significantly lower, but Lutsk City Council's policy on youth development and self-realisation has significantly strengthened over the past three years. The highest indicators in 2023 were: «education», «health» and «participation in public life». By the way, indicators «education» and «participation in public life» increased compared to 2020. Thus, just in 2022, more than 140 events of various types (charity, volunteer, preventive, educational, art, etc.) were held in cooperation with NGOs, with more than 75,000 people taking part. The lowest indicator is still «safety and security», although this is quite understandable in the situation that has been developing over the past two years. The results of the «information and communication technologies» indicator are also interesting, as it was 0.95 in 2020 and 0.69 in 2023. After analysing the data, it becomes clear that a significant decrease in the indicator relates to the feeling of Internet dependence, as this is the question that most respondents answered in the affirmative way.

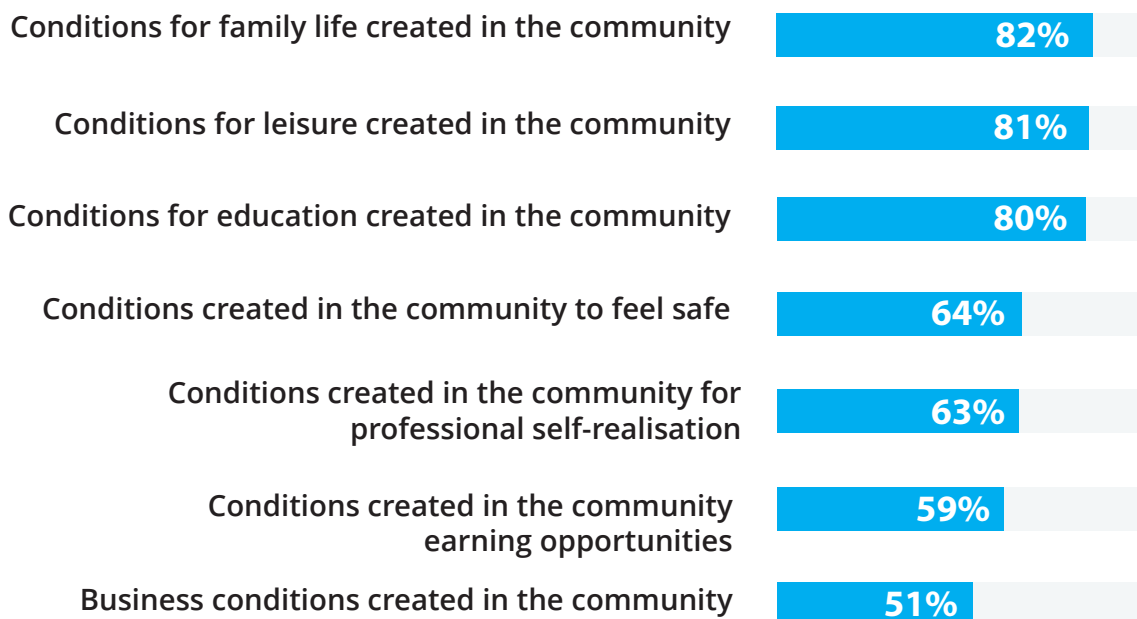
Network of cultural institutions of Lutsk community in 2022 remained unchanged and include 52 institutions: 5 art schools, 1 branch, 19 club-type cultural institutions; 25 libraries; 2 museums. Of the total number of institutions, 21 are urban and 31 are located on the territory of villages.

More than 40,000 people of all ages use the services of community's libraries. Since the beginning of the war, the number of library users has increased by more than 600 people, with the total number of visits in 2022 reaching more than 250,000.

In the community's libraries have been started their work blogging studios, Ukrainian language conversation clubs, and classes with a psychologist. 14 libraries have become digital competence hubs by joining the Ministry of Digital Transformation's project «Diia. Digital Education». However, a sociological study showed that satisfaction with the condition and quality of services in cultural institutions in nearby villages is rather low at 45%, while 63% of Lutsk residents are satisfied with cultural institutions.

In general, residents note that they are satisfied with life in Lutsk community and the conditions created there for family life, leisure, education, professional self-realisation, business, income opportunities and safety. Youth whose educational experience is more recent are less satisfied with the conditions created for obtaining education than the older population, which may be a precondition for seeking such opportunities outside the community.

LEVEL OF SATISFACTION WITH THE CONDITIONS CREATED IN COMMUNITY FOR FAMILY LIFE, PROFESSIONAL SELF-REALISATION, RUNNING BUSINESS, ETC. (% OF SATISFIED)



1.3. ECONOMIC DEVELOPMENT

The economic potential of Lutsk community is mostly formed by its geographical transit location, access to significant natural resources, developed trade infrastructure, available historical and cultural heritage and human capital.

According to the results of the year 2023, budget of Lutsk community received revenues in the amount of 3.4 billion UAH. The personal income tax continues to form the main part of the general fund revenues of community's budget and accounted 66.5% of the general fund revenues. Special fund of the budget received 211 million UAH, including 24.7 million UAH to the development budget in 2023. 21.7 million UAH was received from the sale of land, 2.8 million UAH from the alienation of municipal property, and 0.2 million UAH from the equity participation funds in the development of city's infrastructure.

The largest payers of PIT in 2023 in community are:

1	LLC «LRP "Motor"»
2	PJSC «SKF UKRAINE»
3	SCE «Lutskteplo»
4	CE «Volyn Regional Clinical Hospital»
5	CE «Medical Association of the Lutsk City Territorial Community»
6	PJSC «Volynoblenergo»
7	Education Department of Lutsk City Council
8	LLC «Lutsk cardboard and paper factory»
9	LLC «WEST PETROL MARKET»
10	LLC «CLEVER STORES»
11	CE «Lutskvodokanal»
12	PJSC «VGP»
13	Volyn National University named after Lesia Ukrainka
14	ICF «VITA-AVTO»
15	Lutsk National Technical University
16	Head Department of State Treasury Service of Ukraine in Volyn region
17	IE Kurilin Ihor Anatoliiovych
18	PJSC «Teremno Hlib»
19	Department of State Migration Service of Ukraine in Volyn Region
20	CE «Volyn Regional Centre for Emergency Medical Care and Disaster Medicine» Volyn Regional Council

According to the State Statistics Service, the official average monthly salary in Lutsk in the fourth quarter of 2021 was 13,072 UAH. Over the past 7 years the labour market in Lutsk has maintained positive dynamics in terms of increasing the number of registered business entities of various forms, as well as the number of employed people in the community as a whole.

NAME OF INDICATOR	YEARS							
	2016	2017	2018	2019	2020	2021	2022	2023
Total number of employed population in the community, thousand people	70,5	71,8	75,9	80,1	72,1	70,8	-	-
Number of registered unemployed (annual average), people	7252	5875	5865	5907	8356	7686	5223	-
Registered business entities (units) of which:		14 469	12 992	14 050	25 158	27 444	28 502	29 345
Registered legal entities		2 745	2 849	3 094	12 336	12 919	13 431	13 673
Registered individual entrepreneurs (units)		11 724	10 143	10 956	12 822	14 525	15 071	15 672

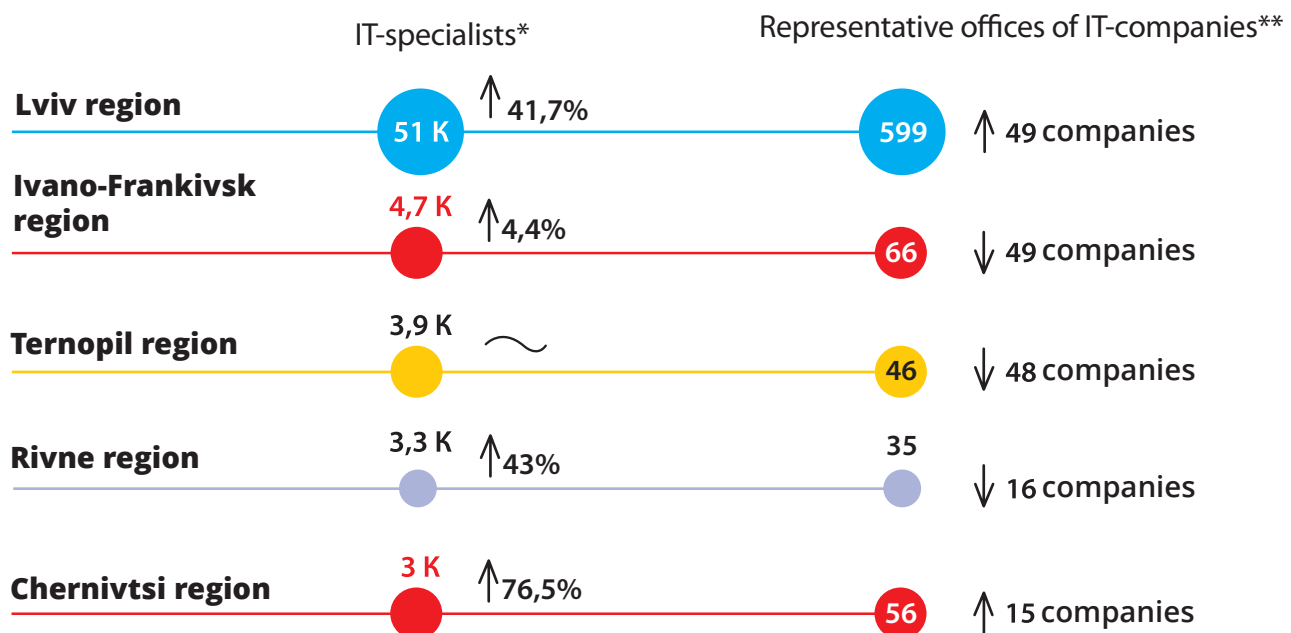
In terms of the number of registered business entities in the Lutsk community, the economic clustering is as follows (by number of enterprises):

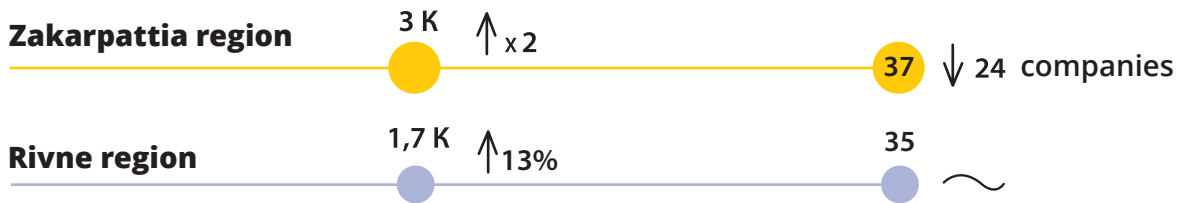
Agriculture, hunting, forestry and fisheries	315
Mining and quarrying	35
Processing industry	1288
Generation and distribution, supply of electricity, gas, steam and conditioned air. Water supply, sewerage, waste management	107
Construction	882
Wholesale and retail trading	9971
Transport, warehousing, postal and courier services, communications	1556
Temporary accommodation and catering (Hotel and restaurant services)	844
Information and telecommunications	2340
Financial and insurance activities	440
Real estate transactions, rent	1128
Professional, scientific and technical activities (engineering, legal activities, management consulting, veterinary activities)	1060

Administrative and support service activities	698
Repair of motor vehicles and motorcycles; household goods and personal items	733
Education	455
Healthcare and social assistance provision	433
Arts, sports, entertainment and leisure	169
Provision of other services	874

City has a well-developed network of retail, restaurant and service objects. There are more than 1,000 retail and wholesale trade and restaurant objects in Lutsk. There are more than 95 retail and wholesale trade objects and 22 restaurant objects on the territory of Lutsk community. The car market located on Yershova Street is one of the largest in Ukraine.

When analysing innovative forms of employment in Lutsk community, according to the City Ranking conducted by the DOU portal [12] in 2021, Lutsk ranked 11th place among the most attractive cities in Ukraine for IT specialists. Lutsk, like most medium-sized cities, has a poorly developed IT community (0.3% of Ukrainian IT specialists live here and a rather small number of IT events are held here - 16 (compared to 113 in Vinnytsia, 49 in Ivano-Frankivsk, and 743 in Lviv), and this is its biggest disadvantage from the point of view of the professionals who live here. Other unfavourable aspects include poor transport links with other cities of Ukraine (only 4 passenger trains pass through the city per day, and there is no airport). However, Lutsk is located close to the border, so it has good connections to Europe and considerable potential for the growth of the IT environment, despite the fact that the number of IT companies and specialists is currently small among other administrative centres in western Ukraine, according to IT Research Ukraine study in 2022-2023.



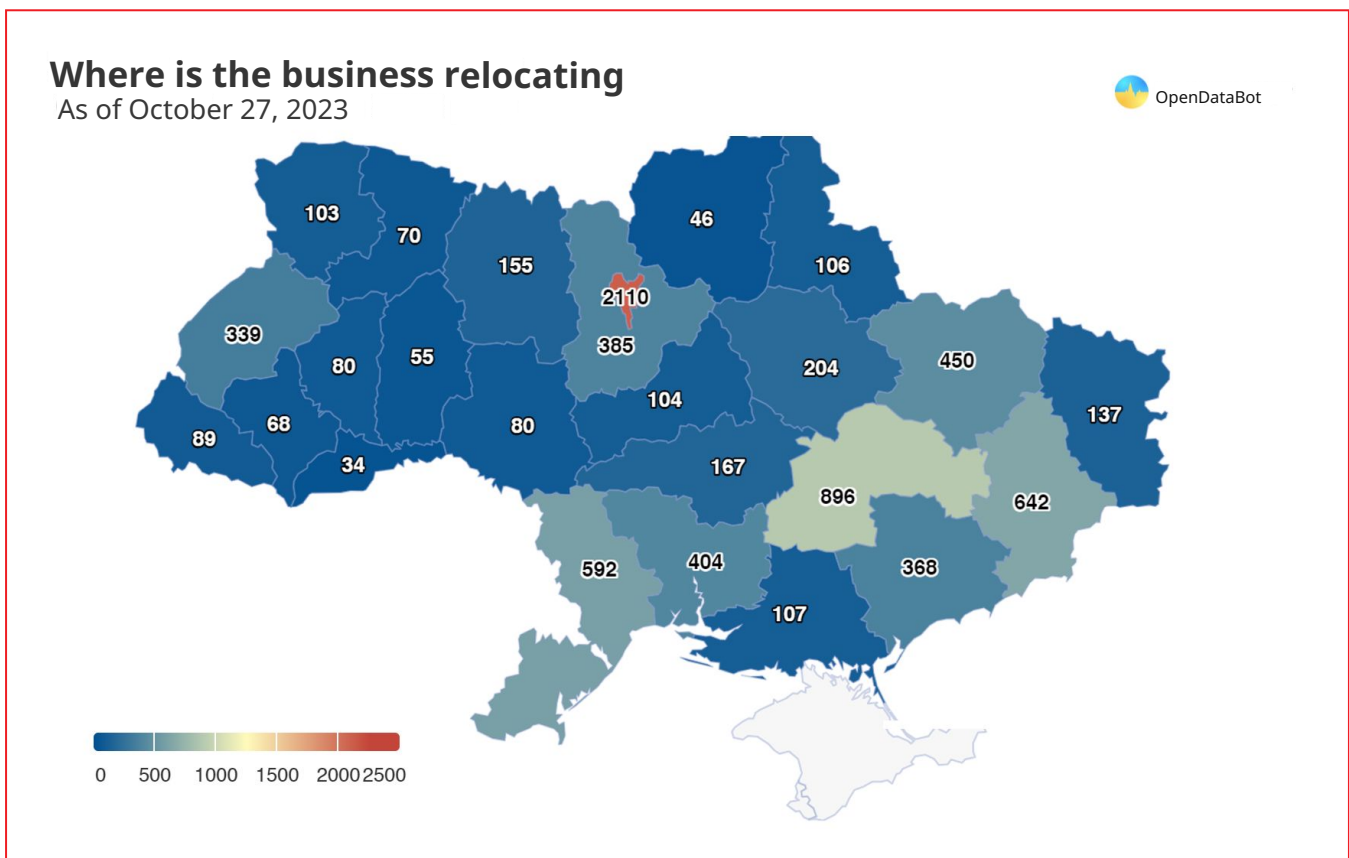


* Assessment of the number of specialists actually available in the region dated August 2023

** The number of verified active IT companies that meet at least two of the following criteria: existence of a public name, site, availability not less than three employees, (preferably) physical representation in the form of an office or coworking space, public communication on the website and/or social media, published vacancies for at least the last six months, responded to requests, answered calls and/or letters.

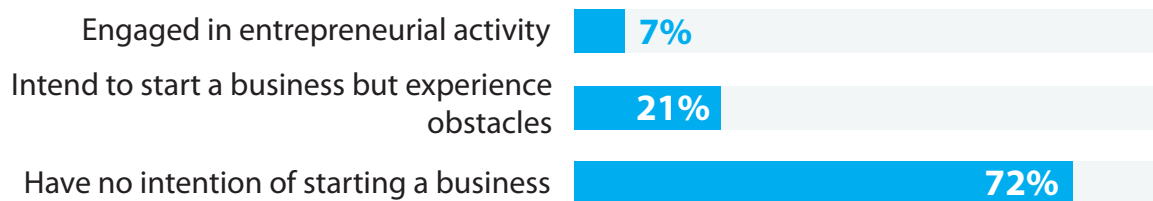
*** The dynamics of the number of company representative offices in 2023 compared to 2022 is calculated on the basis of the survey data of IT Research Resilience.

The shared business infrastructure in Lutsk community is represented by 9 coworking spaces and free public spaces, technology parks Volwest and Medical Innovation Centre, and the «Diia.Business.Lutsk» Entrepreneurship Development Centre. In 2022 there was Lutsk Evacuation and Business Adaptation Support Centre established in the community, whose main task is to create comfortable conditions for the business activities of evacuated enterprises of various forms of ownership in Lutsk community. More than 50 enterprises and over 120 individual entrepreneurs have used the Centre’s database and information support. In order to create favourable conditions business and entrepreneurship in the community under martial law, the Entrepreneurship Support Fund of the Lutsk community was established with a total budget of 6.7 million UAH for 2024. There was also established «Diia. Business.Lutsk» Entrepreneurship Development Centre in Lutsk community. It was the initiative of the local business community and the Ministry of Digital Transformation, which provides consulting, educational, product testing services and serves as a platform for business events. Business support infrastructure in the context of hostilities is particularly relevant, as almost 200 companies, mostly in the wholesale trade sector, have moved to Volyn region from regions where active hostilities are taking place and where there are temporarily occupied territories (see Figure).

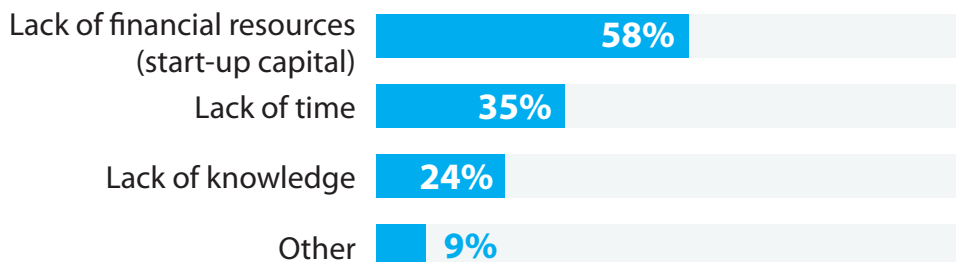


Project and infrastructure initiatives to support the development of the entrepreneurship ecosystem are very relevant for Lutsk community, as, according to a sociological survey, only half of the residents (51%) are satisfied with the conditions created in community for starting a business, while more than a fifth of the population of Lutsk community indicates a desire to start a business (21%), but has certain difficulties. Among the residents who express a desire to start a business, more than half consider the lack of financial resources to be an obstacle, while a third indicates a lack of time, and another quarter - a lack of knowledge about starting and running a business.

Starting your own business, creating a business



Obstacles to starting a business



Tourism

Since 2012 tourism has been developing dynamically and is one of the most important sectors of social and economic development in the city. Tourism sector requires effective governmental regulation, coordination and control of the relevant structures. That is why, Lutsk City Council established Department of Tourism and City Promotion, which aims to exercise its organisational and functional powers within the framework of the current legislation of Ukraine to develop tourism in Lutsk community and create its positive tourist image. At the same time, a municipal enterprise «Centre for Tourist Information and Services» was opened to serve tourists and provide them with quality information about the city. This made positive changes: new routes were designed, hotel infrastructure was developed, the level of tourist services was improved, new tourist attractions appeared and their attendance increased.

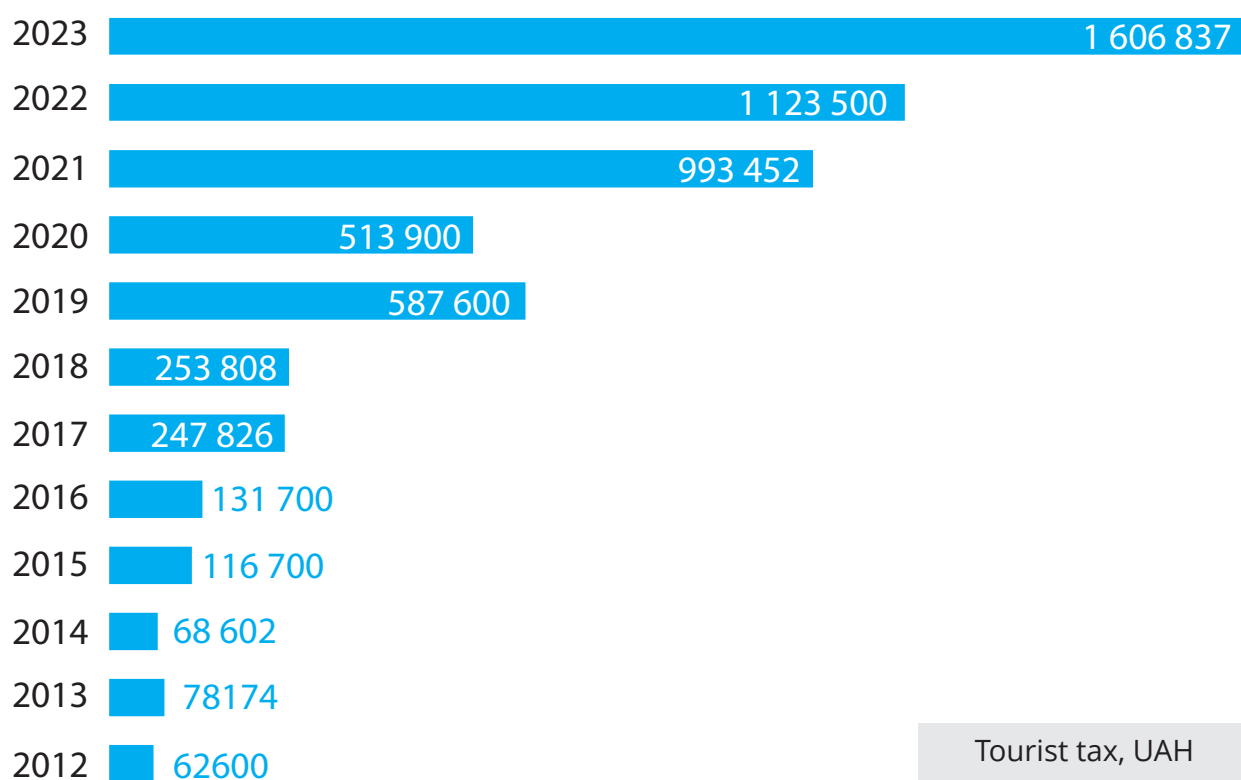
Due to the administrative and territorial reform in Ukraine, in 2019, surrounding villages and settlements began to join Lutsk, forming Lutsk City Territorial Community. As a result, the territory and number of tourist attractions have increased, and there is a need to develop tourism infrastructure, organise new excursion routes, expand services and promote tourist offers on the market

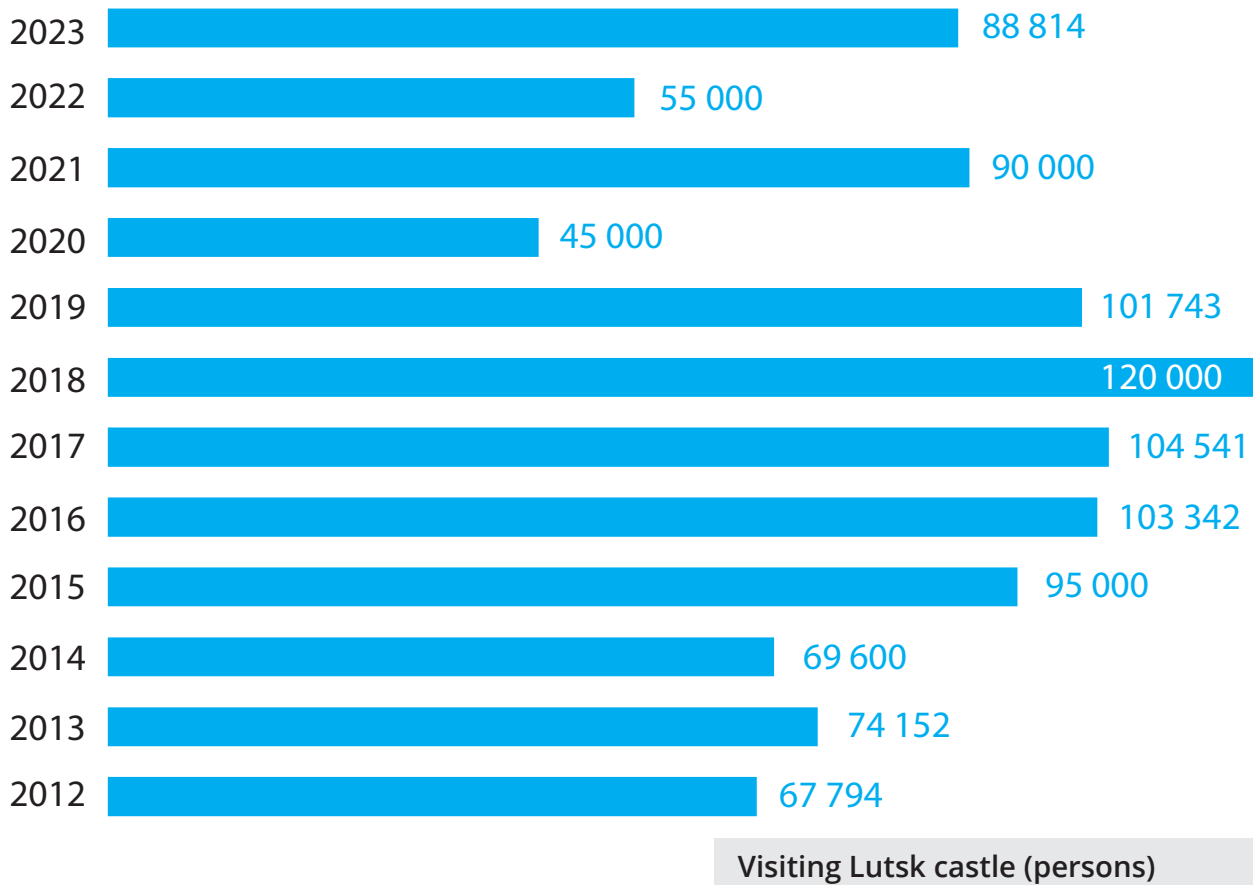
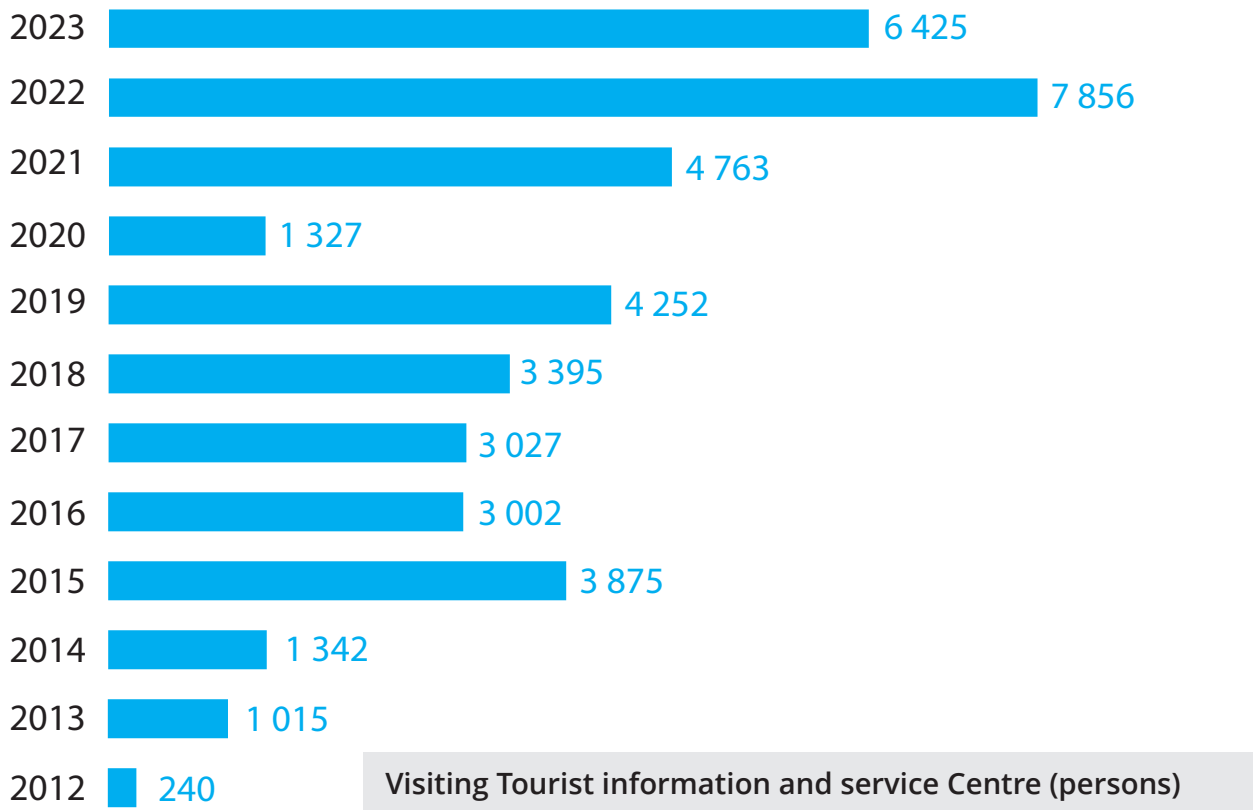
According to market research conducted by the social agency FAMA in 2017 and 2019, an approximate estimate of the number of tourists to Lutsk increased from 285,846 to 302,705, respectively. According to the latest marketing research, the share of foreign visitors has doubled, with their expenditures of 138 million UAH during their stay in the city. In 2019 the economic impact of the tourism industry was 449 million UAH, compared to 262 million UAH in 2017. Respondents frequently mentioned as the city's biggest tourist attractions: Lutsk Castle, Lesia Ukrainka Street, House of Sculptor Mykola Holovan, Lutheran Church, Cathedral Church of the Holy Apostles Peter and Paul, the Great Synagogue, dungeons, and museums.

Another impetus for positive developments in tourism was opening of the Korsaks Museum of Contemporary Ukrainian Art in 2018, it is the largest museum of contemporary national art in Ukraine.

The quarantine restrictions and full-scale invasion had an extremely negative impact on the tourism industry in Lutsk, but did not stop its development. In 2023 a new tourist attraction in Lutsk was opened - the dungeons under the tower of the Chortoryski duke and the Jesuit college, which were restored thanks to the successfully implemented project "New Life of the Old City: Revitalisation of Historical and Cultural Heritage Monuments in Lutsk and Lublin" as part of Ukrainian-Polish cross-border cooperation. To effectively manage new tourist attractions, including the creative underground museum space "Okolnyi Zamok", on the basis of "Tourist Information and Services Centre" the "Tourism Development Centre" was established.

A few years before the full-scale invasion, Lutsk had high tourist attractiveness. Almost every year, the number of tourists grew, and along with the number of people willing to visit Lutsk, the revenues from the tourism industry to the budgets of different levels also grew (see Figure).





1.4. COMMUNAL AND HOUSING SECTOR

Formation of modern urban infrastructure, improvement of public areas and provision of the necessary uninterrupted water/electricity/heat supply to households, enterprises and municipal institutions is the programme goal of Lutsk community's economy, especially in the face of challenges related to the damage of critical infrastructure during the armed aggression of Russia.

Energy-efficiency

The sole operator of the electricity distribution system in Lutsk community is PJSC "Volynoblenergo", which has a licence to carry out the relevant business activities in accordance with the electricity market reform. At the same time alternative energy is actively developing in the community. In 2022 the number of solar power stations (SPSs) owned by private households was 146, and commercial ones - 1. In 2023 a project to create the preconditions for the use of green energy in condominiums launched in community. In 2022, the total annual volume of electricity from SPSs supplied to the grid was 5,078 MW.

Since 2023 energy consumption monitoring programme "EnergyPlan" was updated and expanded in Lutsk community, covering 148 institutions and municipal property institutions with 277 buildings on their balance and/or in use. And in 2021-2022 in 40 condominiums were implemented heat and energy modernisation projects with budget co-financing from the "Tepli kredyty" and "Energodim" programmes.

Housing policy

In general in Lutsk community, according to the city council's data, the structure of the housing stock in 2022 consisted of the following objects of different forms of ownership:

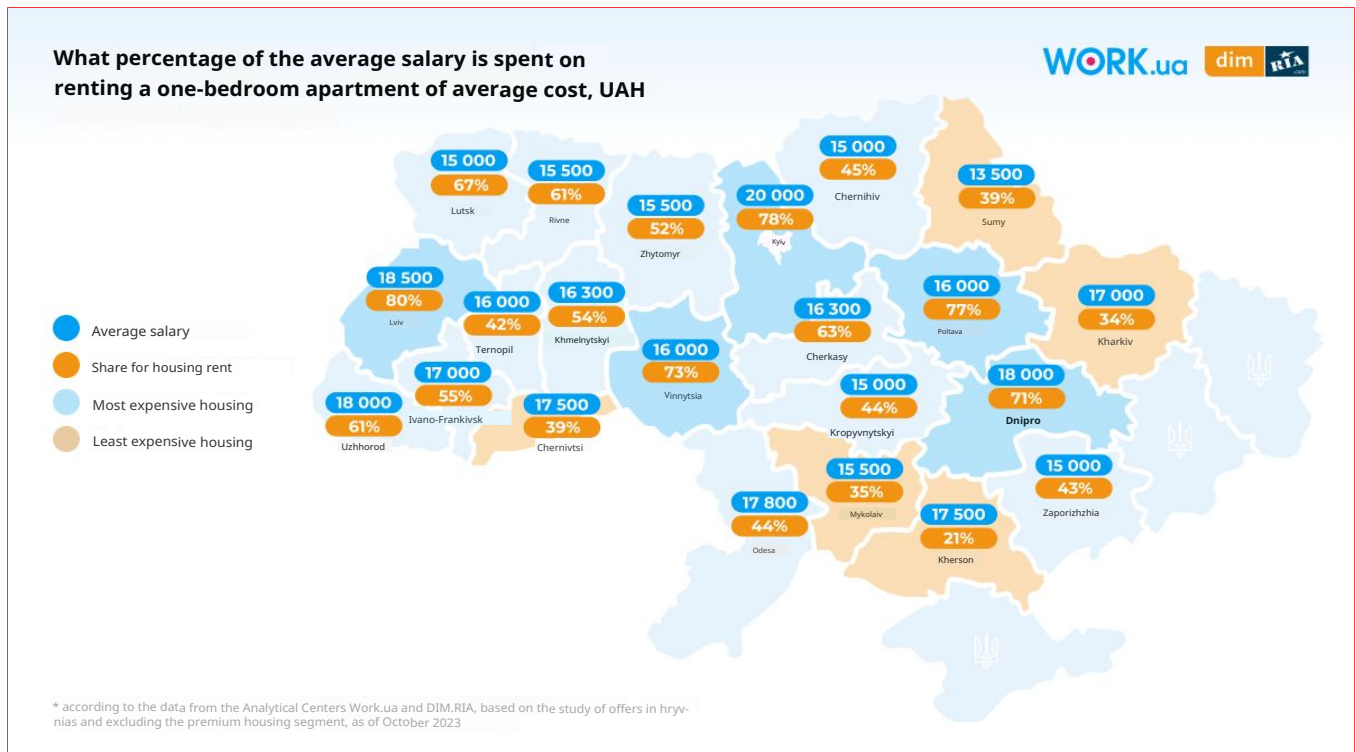
Type of residential property	Lutsk (units)	Starostynski districts (units)
Condominium	648	18
Apartment blocks with a designated manager	579	0
Private sector	no data	7253
Other	11	48
Total	1238	7319

In 2022 the number of apartments commissioned in Lutsk, according to the monitoring of real estate portals [22] was 880 units.

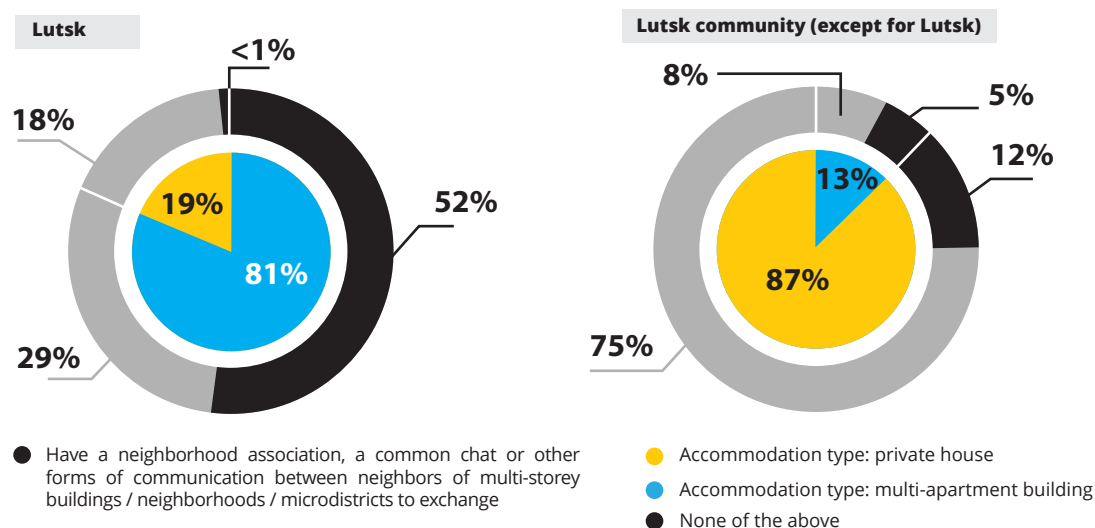
Compared to other cities of Ukraine the number of new housing (apartments):



It is worth noting that the share of housing rental costs in relation to salaries in Lutsk community is one of the highest in western Ukraine. For example, according to the work.ua portal [16], 67% of an individual's average salary will have to be spent to rent an apartment in Lutsk, while in Ternopil, with a higher average salary, it is 42%, in Khmelnytskyi - 54% and in Ivano-Frankivsk - 55%. This situation is primarily due to the increased demand for housing, and hence its cost, in Lutsk community, despite the fact that the average salary here is the lowest of all regional centres in western Ukraine.



The sociological study also examined the level of community cohesion, in particular, in terms of the possibility of establishing horizontal communication and neighbourhood networking. Thus, half of the residents of Lutsk community reports about absence of communication with their neighbours in any form. Residents of multi-apartment buildings are more likely to indicate the existence of communication channels with their neighbours. For example, 56% of residents of multi-apartment buildings in Lutsk identify condominiums as the main platform for neighbourly discussions. In addition, residents of Lutsk community who live in multi-apartment buildings often have common neighbourhood chats in messengers. Instead, communication between neighbours living in private houses is less common and takes the form of chats in messengers, and in starostynski districts - in the form of neighbourhood meetings (see Fig.)



The small number of available communication platforms (chats, forums) indicates that residents of respective territories have less civic potential and ability to unite around initiatives, hold discussions and generally solve problems together.

Water supply and sewerage

The only provider of water supply and sewerage services in Lutsk community is communal enterprise “Lutskvodokanal”.

The total number of houses connected to the centralised water supply is 16,997. Water treatment and supply in Lutsk community is carried out at three water treatment platforms: Dubnivska, Omelianivska and Hnidavska. All water treatment platforms have a total volume of 51.3 thousand m³. As of 2023 the water supply network was 48% deteriorated, with unaccounted water losses in the network of 32.8%.

Domestic and industrial wastewater is discharged and treated by the city’s centralised sewage system. The treatment facilities of the municipal sewage system discharge and treat about 10 million m³ of wastewater annually.

The total length of the main collectors is 56.7 km, of which 26 km (47.0%) are outdated and emergent, the street sewerage network is 94.9 km, of which 38.8 km (41.0%) are outdated and emergent, and the intra-quarter and intra-yard network is 74.5 km, of which 42.4 km (57.0%) are outdated and emergent.

The housing stock of Lutsk is equipped with a centralised sewerage system for 86.9% of the total area. The estate buildings are mostly not sewered, and residents use pit latrines.

In 2022 Lutsk City Council, communal enterprise “Lutskvodokanal” and European Investment Bank signed a sub-loan agreement on the implementation of the international project “Comprehensive Modernisation of the Water Supply and Sewerage System in Lutsk”. The project gives the possibility to attract 11.6 million EUR loan costs and envisages the reconstruction of sewage treatment facilities in Lutsk, water pipelines of Hnidavskyi and Dubnivskyi water intakes, purchase of the latest laboratory equipment, replacement of water filters, turbines, aeration and replacement of the company’s vehicles.

District heating system

District heating and hot water supply in Lutsk is provided by the communal enterprise “Lutskteplo”. There is no district heating and centralised hot water supply in starostynski districts of Lutsk community. The number of buildings receiving district heating is 758. The total length of heating networks is 131.6 km. Heat energy is supplied to consumers by 46 boiler houses, 45 central heating units and 331 individual heating units. The percentage of heat losses in the networks is stable and is in average 16%.

The amount of heat and hot water produced by communal enterprise “Lutskteplo” has been gradually decreasing in recent years (by 36% compared to 2007). This trend is explained by a decrease in demand for district heating and district hot water supply, the temperature of the outside air during the heating season and energy efficiency measures implemented by the company.

As part of the joint project with EBRD Lutsk District Heating Project, communal enterprise “Lutskteplo” received 10 million EUR loan and 4.4 million EUR grant, which were used to modernise the company’s boiler houses, purchase and install individual heating units in residential buildings, implement a monitoring and dispatching system and etc.

Waste management

The dynamics of waste generation, recycling and accumulation in Lutsk is presented in the table below. The amount of generated waste is growing, a small part of generated waste is recycled and the amount of accumulated waste has a constant upward trend.

Waste management in Lutsk in dynamics for 2010-2020

№		2010	2017	2018	2019	2020
1	Waste generation, ton	238046,4	389761,1	111749,3 ¹	104365,1	147989,7
2	Waste generation IV class of hazard, ton	237632,1	389251,1	111166,0	103905,8	147608,4
3	Waste generation I-III class of hazard, ton	414,3	510,0	583,3	459,3	381,3
4	Waste generation per inhabitant, kg	1126,7	1798,0	515,7	480,2	681,0
5	Waste disposal, (ton)	587,6	2687,4	657,3	72,5	927,2
6	Waste incineration,(ton)	75,6	254,8	364,7	1508,3	1759,9
7	Disposal of waste in specially designated places or locations, (ton)	155317,5	366472,0	96257,4	89846,2	85342,2

1 1 The decrease was due to a change in the range of enterprises and organisations surveyed

2 Decrease from 2018 due to the end of the operational life of the landfill of LSCTE "Lutskspetskomuntran and its reclamation

Among the enterprises with the largest volumes of accumulated waste in specially designated places or locations in Lutsk are LSCTE "Lutskspetskomuntrans" - 343.9 thousand tonnes (39.7% of the total), and communal enterprise "Lutskvodokanal" - 522.0 thousand tonnes (60.3%).

The largest share of generated waste (about 98%) is waste of IV hazard class. The main method of solid domestic waste (SDW) disposal is its disposal at the landfill in Bryshche village. In Lutsk and other settlements of community, separate collection of certain components of domestic waste is carried out. Organic waste composting has been introduced in the community's secondary schools. In 2021 20 composters were installed in kindergartens, some schools and condominiums. A waste sorting station for sorting waste from neighbouring villages was installed at the landfill in Bryshche village. A number of private companies and entrepreneurs work in community, providing receiving and transfer of various fractions of recyclable materials for recycling.

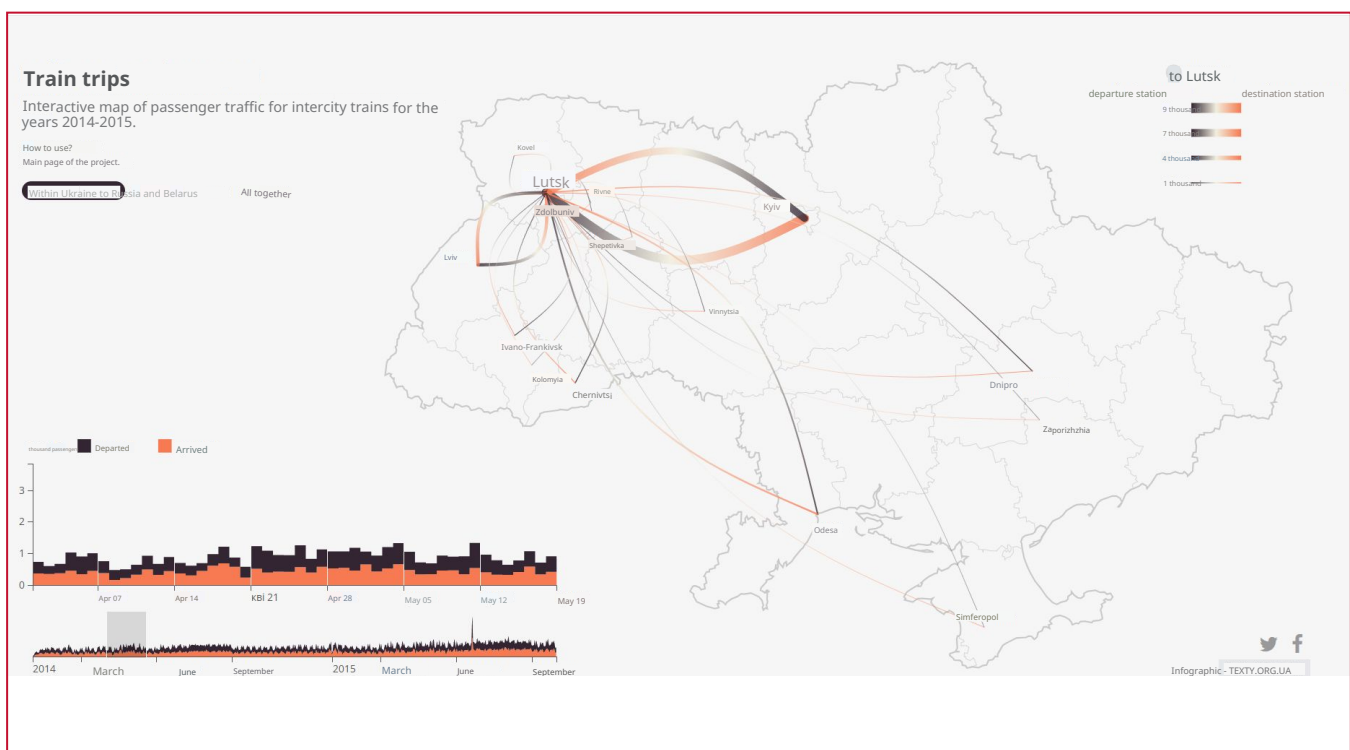
Transport and infrastructure

On the 1st January 2024 passenger transportation in community is provided by 160 buses and 57 trolleybuses equipped with an automated fare collection system, 29 of which are modern low-floor comfortable trolleybuses "Bogdan-T70117" type with spacious storage areas, folding ladders and seats for people with reduced mobility. Operator of electronic systems LLC "City Card System" ensures operation of 43 terminals for the sale and refill of electronic tickets, 3 terminals of which are located at public transport stops and operate around the clock.

The total length of asphalt roads is 308.4 km and road bridges and overpasses – 22 km. Many of the city's largest streets and avenues are equipped with bicycle lanes with appropriate signage. Most of the streets are lit with a total of 12,010 light points, of which 442 are incandescent, 2,048 are mercury, 5,158 are sodium, and 4,362 are LED.

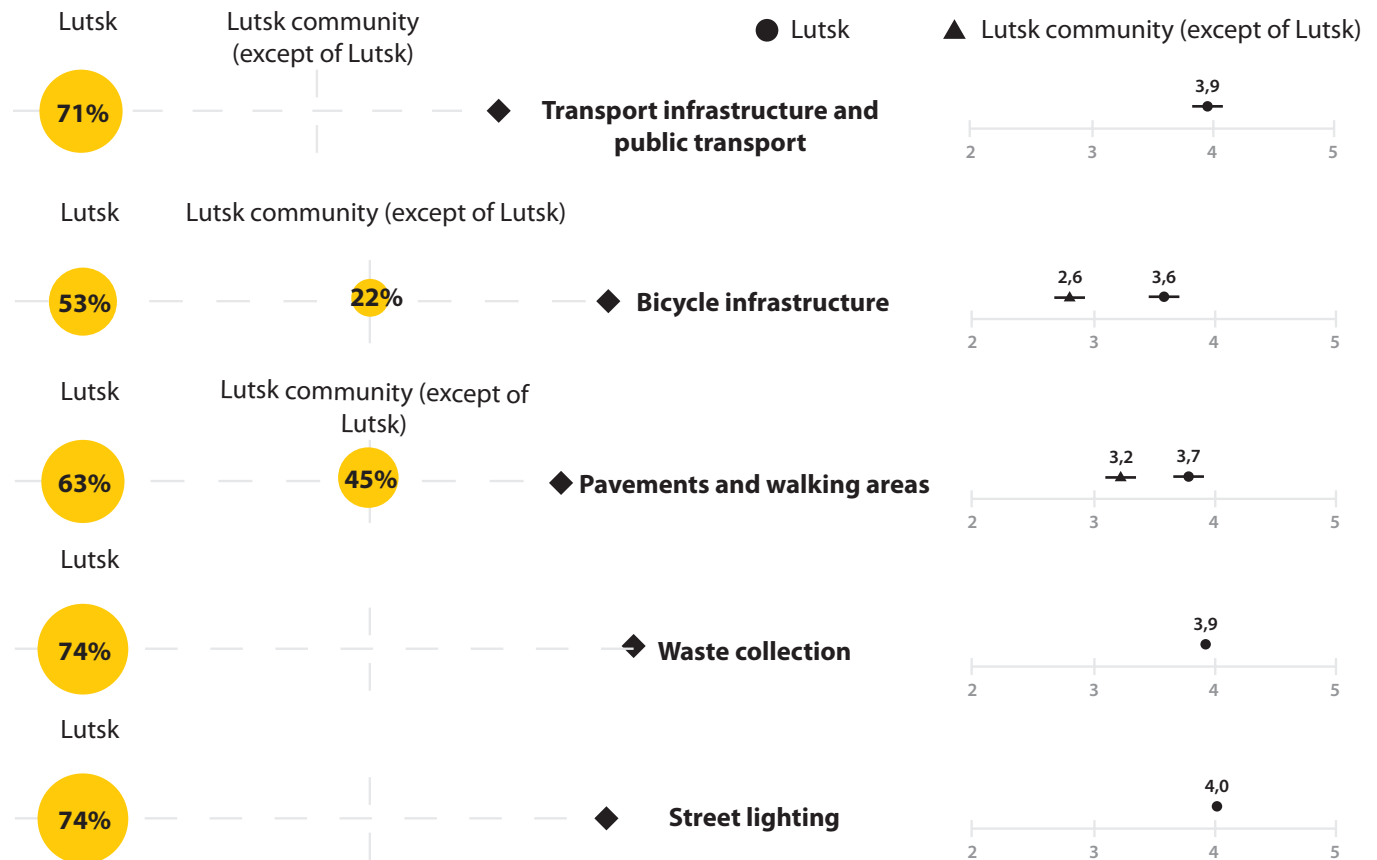
The total number of public transport stops in Lutsk community is 717, including: 263 stops in villages. There are also 2 bus stations and a railway station in Lutsk.

According to data analysis [17] conducted before martial law in 2022, the largest number of Lutsk residents travelled by rail to Kyiv, Lviv, Odesa and less to Vinnytsia, Ivano-Frankivsk, Chernivtsi, Kolomyia, Rivne and Dnipro. This reflects at least the business and leisure practices of Lutsk residents, and also shows that the main mode of transport between the regions of so-called Great Volyn (Volyn, Rivne, Zhytomyr regions) is not rail, but other types of transport, in particular, road and bus. This data is useful for predicting the development of transport links and hubs, both in the region and in its administrative centre – Lutsk and to plan the road infrastructure.



In general Lutsk residents are mostly satisfied with the quality of services provided in the field of housing and communal services and transport, as evidenced by the sociological survey. However, residents of community's annexed settlements are less satisfied, in particular, with the condition of streets (sidewalks and pedestrian areas) and the development of the bicycle network. The results of the survey are shown more detailed in Fig.

Satisfaction with services according to municipal surveys and sociological research:



1.5. SUSTAINABLE DEVELOPMENT

During 2018-2022 years environmental situation in Lutsk community is characterised by relative stability of indicators within the maximum permissible concentrations of emissions, discharges and regulatory volumes of waste accumulation. According to some indicators the degree of environmental pollution is in gradations that are on the verge of an increased level.

Condition of atmospheric air

Volyn Regional Centre for Hydrometeorology and SaveEcoBot system monitor the level of air pollution in Lutsk. As of 2023 there have been installed 27 stations to monitor the state of the air, which is analysed for seven main impurities. The most critical pollutants in the city are dust, nitrogen dioxide, carbon monoxide, phenol and formaldehyde, for which we have seen an increase in concentrations and some cases of exceeding maximum allowable concentration over the past 5 years. Public monitoring of air quality was also organised at seven monitoring stations installed at Rivnenska str., 119 (communal enterprise "Parks and Squares"), Koniakina str., 5 (Lutsk National Technical University College), Ivana Kozheduba str., 1 (Kindergarten No. 18), Hrabovskoho str., 13A (Kindergarten No. 23), Korolova str., 3 (general practice - family medicine outpatient clinic), Lvivska str., 28 (school No. 2), Bohdana Khmelnytskoho str., 19 (city council building).

The main source of air pollution in Lutsk is road transport (mobile sources). City's air condition is significantly affected by the production activities of 44 enterprises and organisations of city, as well as the operation of boiler equipment that runs on organic fuel.

The main reasons for the periodic unsatisfactory state of city's atmospheric air are the following: non-compliance by enterprises with the technological regime of dust and gas cleaning equipment operations; low rates of implementation of modern emission treatment technologies; growth of the number of motor vehicles that are not equipped with exhaust gas neutralisation devices and as a result, an increase in the amount of harmful substances emitted into the air.

Soil condition

Soil contamination is an important indicator of pollution in the city as a whole, as air emissions from industrial enterprises and dust from roads and adjacent agricultural land eventually settle on the soil surface.

In general condition of the soil environment in the city's residential areas is satisfactory, except for potential localised sources of pollution, which may occur in places where municipal waste and transport emissions are accumulated, and production sites that require sanitary improvement. In case of untimely collection and disposal of waste, the localised sources of which are unauthorised landfills, mechanical soil contamination is possible.

According to the monitoring data, the state of soil pollution in industrial areas is significantly different from the residential area. In the residential area, we have only three points where zinc pollution is close to but does not exceed the maximum allowable concentration, and there is no pollution of other heavy metals above the maximum allowable concentration.

Ecology of water usage

The main source of water supply for Lutsk and community is groundwater from the Lutsk deposit. About 90% of the volume of natural water withdrawn is groundwater. The centralised water supply system covers 83.3% of the regional centre's population, while the rest of population uses tube and mine wells. In the areas of estate development, the quaternary aquifer, which is sensitive to man-made pollution, is partially used.

Own wastewater treatment facilities have LLC "Lutsk cardboard and paper factory" and PJSC "Hnidavskyi Sugar Plant" (located on the border with the city), which discharges wastewater to filtration fields of 95.83 hectares after preliminary treatment of industrial water. JSC "AK Bogdan Motors", PJSC "SKF Ukraine" and LLC «LRP "Motor"» have Stormwater treatment facilities. Territories of a number of enterprises, mainly transport companies, are equipped with settling tanks before discharging into the municipal sewerage network. The majority of car washes are equipped with small treatment plants (STPs). Other industrial enterprises discharge wastewater into the municipal sewerage system after preliminary treatment.

The operation of wastewater facilities has various negative impacts on the environment: pollution of rivers and water bodies due to the discharge of insufficiently treated water, leaks in the networks, emergency situations on the networks, and non-compliance by consumers with the maximum permissible concentrations of harmful substances in the wastewater.

With the formation of city territorial community, the area of water fund and water bodies that require accounting, preparation of relevant documentation and maintenance in proper sanitary and environmental condition has significantly increased. There are 67 water bodies on the territory of Lutsk community: 1 lake, 59 ponds and 7 rivers. Some of these objects are leased, and residents use them for fish farming. Some water bodies, such as the Chornohuzka River, lake in the village of Ozertse, ponds in the village of Shepel, the settlement of Rokyny, and the Teremno Pond, are objects of the nature reserve fund of local importance and have a special restricted regime of economic activity.

The hydrographic network on the territory of Lutsk community is formed by the Styr River with its tributaries: Sapalaivka, Omelianyky, Zhyduvka (see Fig.). On the territory of Lutsk there is a hydrological natural monument of local significance "Teremnivski Ponds" and the reserve "Hnidavske Bog", which is connected to the Styr River. Outside the city limits of Lutsk, there is the Chornohuzka River with the "Chornohuzka" Hydrological Reserve and the Serna River with the "Shepel" Reserve. Some time ago the Styr River was navigable, and Lutsk was a shipping port. The river pier was located on the right bank near the place where the Sapalaivka River flows into the Styr River. A shipping channel was maintained on the Styr River for passenger and cargo routes. Passenger traffic was stopped in 1974 and freight traffic – in 1996.



Map scheme of the hydrography of the territory of Lutsk city [18]

Biodiversity, nature reserves, ecological network

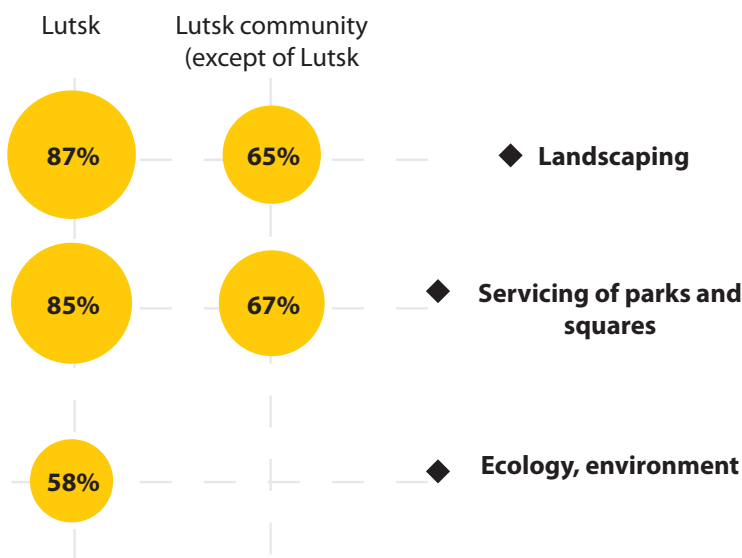
Currently there are 37 nature reserve sites on the territory of Lutsk community, including 34 sites of local importance and 3 sites of national importance, including 5 territories that are part of the Kivertsi National Nature Park Tsumanska Pushcha, the “Bayrak” - a park-monument of landscape art in the settlement Rokyni and the Lutsk Botanical Garden Volyn National University named after Lesya Ukrainka.

The total area of the nature reserve fund is 2,214 hectares, which ensures a 27.87% reserve level of the community’s territory.

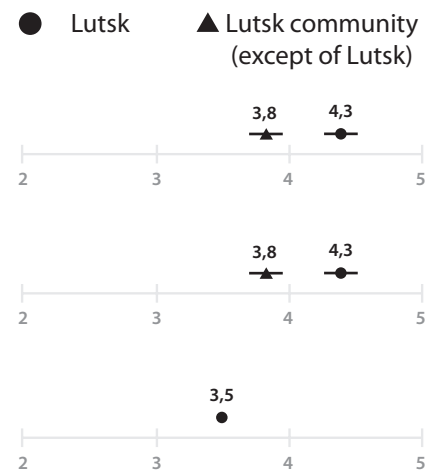
The work on the accounting and inventory of urban trees began in 2022. 7,798 trees were registered in the automated information system “Inspektree” as of 2023.

Strong point of Lutsk community is its natural and recreational potential, even in the territory of residential area, a fact also confirmed by community’s residents, who are satisfied with the landscaping and condition of parks and squares in the city, but they note that the community’s water resources, in particular the Styr River and its tributaries, formation of embankments, development of water tourism and recreation, have significant potential for development. General environmental situation in the community should not be overlooked, as the main complaints of residents, according to the study, include the stench from industrial enterprises and sewage treatment plants.

% of respondents giving high marks («excellent» or «good»)



Average evaluation value (from 1 to 5, where 1 – «bad», 5 – «excellent»)



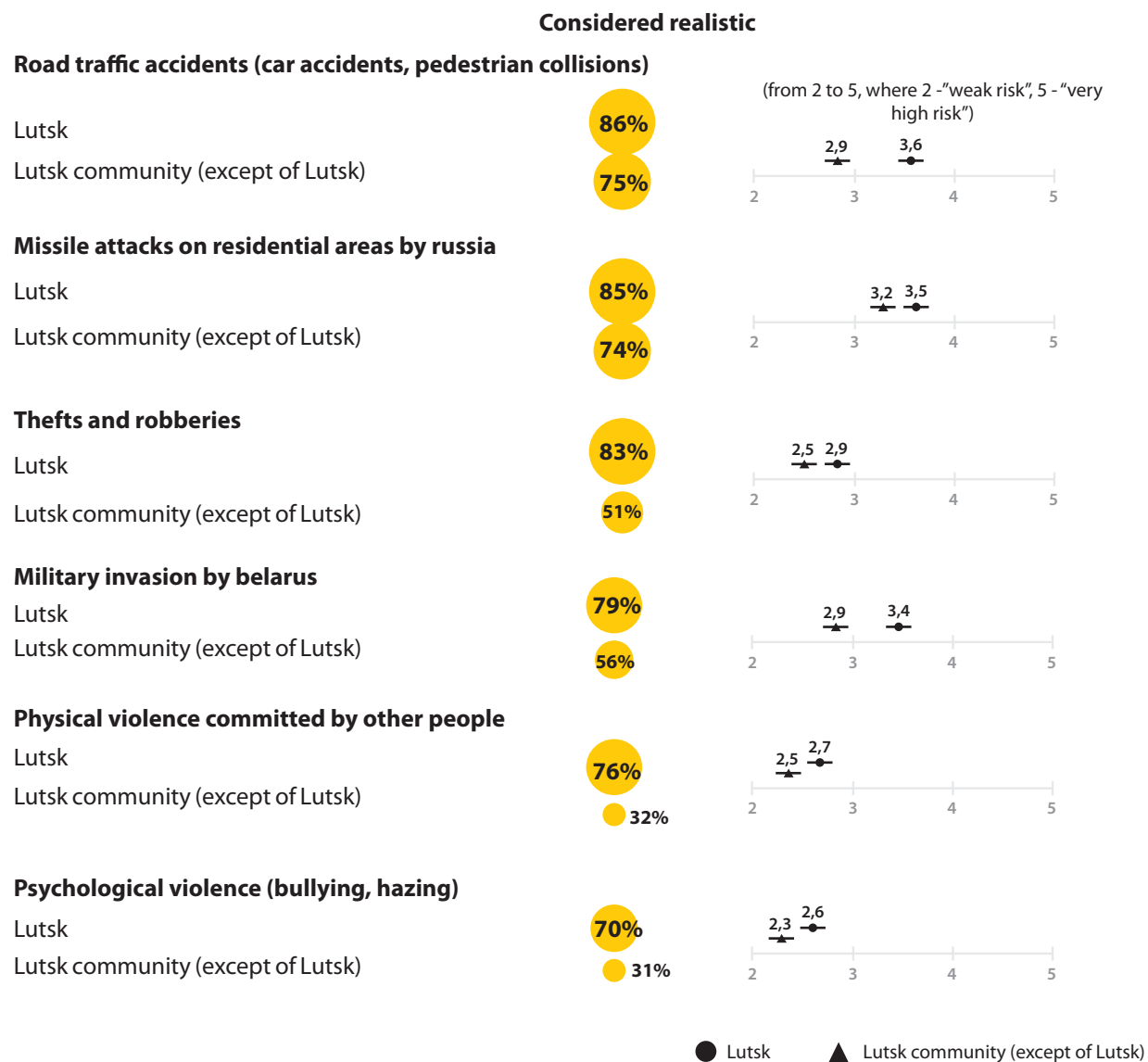
1.6. SAFETY

In order to ensure prompt response to emergencies under martial law in Lutsk community there are: 19 electric sirens, 724 simple shelters and 101 protective structures of various forms of ownership, 61 shelters and 40 anti-radiation shelters, and 96 protective buildings in Lutsk itself.

In order to improve the safety of community's residents, protect strategically important objects and municipal property, enhance road safety, and increase the level of crime detection, City Council approved the "Safe City of Lutsk" Programme for 2022-2024, which provides installation and integration of outdoor video surveillance cameras (more than 1,000 units) into a single local network of the "Safe City" system.

For today outdoor video surveillance cameras have been installed in the frame of the Programme: 363 in Lutsk, 54 in rural settlements, 31 at smart public transport stops; Lutsk Security Centre is functioning on the basis of Municipal Guard Department of City Council.

The threats assessed by residents of Lutsk community can be seen in Figure.



Considered realistic

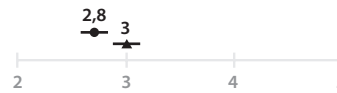
Attacks by stray animals

Lutsk

69%

Lutsk community (except of Lutsk)

43%



Natural disasters (e.g. floods, earthquakes)

Lutsk

32%

Lutsk community (except of Lutsk)

22%

(from 2 to 5, where 2 - "weak risk" 5 - "very high risk")



Technogenic disasters (in particular, accidents at enterprises)

Lutsk

31%

Lutsk community (except of Lutsk)

23%



● Lutsk ▲ Lutsk community (except of Lutsk)

Despite the fact that the majority of residents of Lutsk community (64%) declare satisfaction with the conditions created to feel safe, when focusing on specific threats, their assessments are not as optimistic. The greatest concerns are concentrated around the social sphere, while only a third of residents are concerned about natural and technogenic hazards. Among the threats that residents of Lutsk community identify as the most real, the risks of crime (road accidents, robbery and physical violence) prevail. There are no significant gender differences in the assessments of the proposed threats. Residents of starostynski districts are less likely to identify the proposed risks as real than Lutsk citizens. A significant difference is demonstrated by the assessments of Lutsk citizens and residents of other settlements of Lutsk community regarding the risks of physical and psychological violence, as well as the risk of attacks by stray animals. This situation may be caused by a lack of understanding of expression of psychological violence.

Most notably, according to a sociological survey, residents of Lutsk community consider road accidents to be the main danger for themselves. Therefore, to reduce this risk, the strategy's measures should include an assessment of the city's transport scheme, junctions, video surveillance, pedestrianisation of streets, slowing down private transport, etc. In addition, according to the meaning of Lutsk residents, theft and robbery are a greater risk for Lutsk than for neighbouring settlements

Animals' maintenance

The functions of control over compliance with the Rules for animals' maintenance by the residents of Lutsk community, as well as regulating the number of stray animals by catching them, spaying, neutering, keeping them in shelters, and euthanising them for veterinary reasons, are assigned to the communal enterprise "Laska". There was approved "Programme for Control of the Stray Animals' Number by Humane Methods for 2022-2024 to implement specific measures to regulate the number of stray animals.

According to indicative estimates, population of stray animals in Lutsk community is more or less stabilised, amounting to approximately 720 animals, of which 34% were sterilised in 2020 and 55% in 2021. In 2022 no count was carried out.

Domestic violence

The Department of Social Services for Family, Children and Youth of Lutsk City Council is responsible for providing victims of domestic violence and victims of gender-based violence with comprehensive information about their rights and the possibility of receiving assistance.

Department has a mobile team of social and psychological assistance for victims of domestic and/or gender-based violence (emergency assistance, crisis intervention) and a city telephone information line. It also defines the list of personally responsible persons for measures in the field of preventing and combating gender-based domestic violence in Lutsk City Council.

1.7. STATUS AND BRAND OF LUTSK COMMUNITY

Lutsk City Territorial Community was united around Lutsk, the administrative, business, political and cultural centre of Volyn region, the heart of the Great Volyn. Throughout its history, Lutsk has been joined by surrounding villages and territories, becoming its organic parts. Today the memory of them is reflected in the names of city's toponyms - streets, districts, etc. This process does not stop and continues to this day.

Lutsk is a city where history and modernity are closely intertwined. It is a city that is actively developing and building. Modern industries and businesses are constantly opening, new brands are emerging. At the same time, Lutsk cares about researching and preserving its own history, strives to ensure that new generations of residents know it and can share it with guests and tourists.

Throughout the history of Lutsk's development:

- Capital of Duchy of Volhynia–Galicia.
- Second (southern) capital of the Great Duchy of Lithuania, Rus and Zhemaitia.
- Zhydychyn monastery, located near Lutsk, was a centre of Orthodoxy even before its official establishment.
- Regional religious centre in the Middle Ages – the “Little Rome of the East”.
- The place of the Congress of European Monarchs in 1429.
- The place of origin of European diplomacy.

Historically and mentally, Lutsk is a European city located on the border with the European Union. Since 2010, Lutsk has received three of the four possible awards of the Parliamentary Assembly of the Council of Europe, which are given to cities for active promotion of the European idea and significant achievements in European integration activities. In 2024 Lutsk's office was opened in Brussels – “capital” of the European Union.

The cultural centre of the Western region of Ukraine. A place of concentration of unique museums and monuments: Lutsk Castle, the Tower of Knyaziv Chortoryski, the Museum Space “Okolny Castle”, the House of Sculptor Mykola Holovan, the Museum of Bells, the Museum of Volyn Icons, the Museum of the History of the Lutsk Brotherhood, the Art Museum, and the Korsaks' Museum of Contemporary Ukrainian Art, the largest private museum in the country.

The city that has its own philosophy - #тут_луцько - that conveys a special mood, a sense of comfort, friendly hospitality; an atmosphere of calmness, joy and quiet happiness from meeting something unique, dear and so real. It was most accurately reflected in her poem by the poet Olha Olkhova, who is the author of this neologism.

Lutsk is a city of discovery for tourists who have already visited the main tourist centres of Ukraine. The visualisation of the tourism brand is a key that symbolises the discovery of Lutsk, its history, culture and traditions for tourists.

The city's slogan is **«Lutsk - a pleasant discovery!»**.

Lutsk has its own officially approved symbols:

The Coat of Arms was approved by the decision of Lutsk City Council dated 23.07.2007 No. 2 "On Approval of the Symbols of the city of Lutsk".



Tourist logo was approved by the decision of Lutsk City Council dated 25.04.2012 No. 23/31 "On Approval of the Regulation on the Content, Description and Procedure for Using the Logo of the city of Lutsk".



The rules for the use of the city's symbols are described in the brand book, which was approved by the decision of the Executive Committee dated 24.01.2018 No. 24-1 "Decision on Approval of the Rules for Visualising the city's Brand".

SECTION 2. STRONG, WEAK SIDES, THREATS AND OPPORTUNITIES FOR LUTSK COMMUNITY, ADVANTAGES, CHALLENGES

As part of expert and methodological support for elaboration of Lutsk community's development strategy, by the Council of Europe's project "Strengthening democratic resilience through civic participation during the war and in the post-war context in Ukraine" in cooperation with the thematic groups of the Strategic Committee of Lutsk City Council it was analysed strong and weak sides of the community, as well as the opportunities and threats to its development. The problematic aspects of the community were also studied based on a sociological survey, an online poll of residents and other up-to-date research of the territory.

Based on the activities and surveys, a SWOT matrix was developed to determine the competitive advantages of the community, as it allows to identify the relationship with "internal" (strong and weak sides) and "external" (threats and opportunities) factors.

STRONG SIDES	WEAK SIDES
Favourable economic and geographical location. Compact territory of the city of Lutsk	Low living standards and solvency of the majority of the community's population (low average salary compared to other regional centres)
Border location, which expands opportunities for cooperation in various fields with EU countries	Low export orientation of the local economy
Developed trading infrastructure and network of banking and insurance institutions, lower cost of brokerage services compared to central and eastern regions, which may attract transit customers	Low institutional and financial capacity of local governments to support industrial enterprises and develop industrial parks
Resource base for the agricultural sector development	Sectoral imbalances in economic development
Significant historical and architectural heritage and attractive historical destinations (Lutsk has 160 architectural and historical monuments, of which a quarter of a hundred are monuments of national importance)	Low level of cooperation between higher education institutions and employers, mismatch between the professional and skilled level of the labour force and labour market needs, and lack of skilled personnel
The presence of prestigious higher education institutions (24th place in the ranking of Ukrainian universities - VNU)	Insufficiently developed of community's infrastructure within recreational and green areas and in the Old Town area (to enable business development in these parts). Poor condition of historical monuments, insufficient use of the potential of the Old Town for both leisure activities of residents and tourists
Availability of recreational and natural resources (there are 30 objects of the nature reserve fund on the territory of Lutsk community)	Underdeveloped infrastructure to support entrepreneurship, public spaces, innovation hubs
Rich multicultural heritage of community's residents (Ukrainian, Jewish, Polish, etc.) as a basis for the development of sentimental tourism	Prevailing paternalistic values of community residents, weak territorial identity, i.e. the sense of belonging to the city and its citizens, to the community

Lutsk is the administrative centre of the region	Spontaneous and unsystematic collection of information on the business climate and municipal statistics in the community
Radial tourism: attractive tourist attractions within a radius 75 km (State Historical and Cultural Reserve “Ancient Volodymyr”, Museum of Lesia Ukrainka in Kolodiazhne, Museum of I. Srtavinsky in Ustyluh, Museum of Lypynsky in Zaturtsi, Palace of Radzyviliv in Olyka, The tract Vovchak, nature reserve Tsumanska Pushcha, Vorotniv)	Inaccessibility of a significant number of tourist attractions and hospitality facilities for people with disabilities
High patriotism of the younger generation and the level of self-organisation of the population	Lack of visibility of cultural, sporting and other major events
Developed system of sports infrastructure for young people	Low adaptability of tourist facilities and products for foreign consumers, lack of guides who speak foreign languages
Comfortable environment (temperate climate, a large number of green and recreational areas, forests, water bodies)	Insufficient network of tourist infrastructure (hotels, restaurants), lack of modern creative and comfortable public places, parks, events and services of the Kiev’s level
Implementation of digitalisation in the public services provision, environmental monitoring, and resource inventory	Insufficiently developed cycling infrastructure in the community (bicycle paths, Nextbike rental stations)
Availability of free land for the development of transport interchanges and infrastructure	Underdeveloped potential for the use of natural resources and green tourism
High level of security and sense of safety among residents compared to other administrative centres in other regions	High level of youth migration intentions and lack of quality workplaces for young people
The community is formed from the neighbouring villages, which gives the prospect of building new residential neighbourhoods, commercial objects, etc.	Outdated material and technical base of housing and communal enterprises, deterioration of fixed assets of communal enterprises and residential buildings
Unique cultural heritage. Preservation of the diversity of authentic folk crafts, presence of folklore groups, cultural heritage researchers	Lack of innovative approaches to waste disposal (waste is taken to an overcrowded landfill in the village of Bryshche)
Developed high-quality event tourism	Overcrowded city cemetery and absence of place to dispose animals
Availability of higher and pre-higher medical education institutions (2 specialities)	Insufficient provision of public transport to distant villages, development of the bicycle paths network and the state of the road surface
A network of municipal and private healthcare enterprises (institutions) has been formed to provide medical care from primary to specialised levels	Weak development of creative industries, small number of interesting and innovative cultural and urban products implemented

Availability of institutions and organisations to support, rehabilitate and reintegrate war veterans and their families	The education and training system for staff does not develop entrepreneurship and partially does not meet the needs of employers
Existence of effective and capable NGOs, civic and business initiatives in the community	The number of IRCs and social services for people with disabilities does not meet the needs
Informally “Lutsk Detroit” is the presence of a predominant number of car repair companies and specialists engineers and technicians	Lack of communal pre-school educational infrastructure
	Lack of hospice, infectious disease, psychiatric and children’s hospitals
	Absence of a unified, coordinated policy and sufficient infrastructure for the reintegration of veterans
OPPORTUNITIES	THREATS
Continuing the process of integration with the European Union Financing large public investment projects in the community connected with restoration, development of innovations, reintegration of veterans, IDPs, etc.	Change in the localisation of hostilities to Volyn region or neighbouring regions. Prolonged duration of military actions (increase in the number of mobilised able-bodied men and women, increased burden on the community budget for social services, reduced budget revenues, risk of shelling and destruction of more “expensive” infrastructure, disruption of the logistics for supply of medicines, etc.)
Growth of the global demand for Ukrainian agricultural and food products, reduction of export barriers	Further growth of utility costs and energy collapse in the country, destruction (impossibility of restoration) of energy and other critical infrastructure in the region and community
Expanding the range of foreign partner universities, various types of partnerships with twin cities	Deteriorating of demographic situation, high levels of migration among young people, families with children and working population
Improving programs of Ukrainian educational institutions based on international experience in order to integrate into the European academic space	Further shadowing of Ukraine's economy, lack of effective antimonopoly policy and anti-corruption infrastructure
Expanding tourism potential and types of tourism (medical, gastronomic, sensory, etc.)	Falling of the Gross domestic product, rising inflation, reduced incomes (purchasing power) of the population
Development of the project Way of Hedyminovychi and Via Regia	The absence of funding for regional development projects from the state budget and international institutions. Slow economic recovery and insufficient funding

Participation in projects funded by international organisations, including local NGOs, youth, teachers, civil servants, etc. can bring financial support and new development opportunities	Greater potential and business activity of the neighbouring regions (Lviv, Rivne, Ternopil regions).
Joint projects with the Volyn Civil Administration (Lutsk and the VCA can work together on projects in the field of infrastructure, security, civil protection, etc.)	Political instability and absence of sustainability of strategic decisions for the community
IDPs and internal migration in the region. Many young people from the surrounding villages, regions and IDPs are able to integrate more into community life and develop it	Absence of a clear urban planning policy at the national level
Attracting investments for the creation of a multifunctional arena (multifunctional game and individual halls, ice arena, event hall, etc.), a rehabilitation centre, a scientific and sports laboratory, a solid waste processing plant, etc.	Underfunding by the state of the delegated competences of local governments, as well as obligations on education, healthcare subventions, and social services
Development of environmentally friendly public transport (increase in the length and number of electric transport routes, bicycle network, etc.)	
Creating conditions and support for development of military industrial complex	
Using a cargo airport for multiple functions	
Formation of Lutsk agglomeration	
Using the diaspora and temporary migrants in Lutsk and Volyn to attract new partnerships and innovative projects	

Thus, the SWOT analysis of Lutsk community allows us to identify the following advantages, risks and challenges that should be taken into account when choosing strategic directions for community's development and relevant operational goals:

1. Main comparative advantages (based on the analysis of external opportunities that support the community's strong sides):

- The status of the administrative centre of Volyn region allows to expand the potential of leadership in the economic and cultural development of the northwestern part of Ukraine (the Great Volyn), which integrates and unites other territorial communities, strengthening economic and infrastructure cooperation and integration.
- The existence of a cargo airport, a large number of companies of various sizes engaged in transport services and repairs, provides the underground for expanding the logistics infrastructure and securing the status of a logistics northern hub for Lutsk community
- A significant part of areas with environmentally friendly natural resources, water bodies, nature reserves located on the territory of community and around it in the Volyn region and the potential for the introduction of energy-saving and renewable energy sources will strengthen the status of an ecological community that systematically and regularly introduces innovations and modern achievements to be among the leaders among eco-polises of large cities in Ukraine.

- An increase in global demand for Ukrainian agricultural and food products, lower export barriers, further European integration and the opening of western markets to Ukraine will stimulate the development of the agricultural sector and agro-processing and craft industries.
- There are 2 large national universities with their own scientific and technical base, as well as 16 other vocational, pre-higher and higher education institutions of private and municipal ownership in the community, which enrol a significant part of the youth of Lutsk community and Volyn region. This is a clear advantage for Lutsk community for youth employment, creation of new innovative enterprises, development of the construction industry and growth of the number of residents in general.
- Joining surrounding communities into the Lutsk agglomeration will give an impetus to solve issues related to the sharing of resources used by neighbouring communities, namely human resources and employment, the formation of value chains in the enterprises of one cluster, creation of a logistics hub, residential development, the efficient use of engineering and transport infrastructure, and the provision of quality services

2. Main challenges (ability of external positive factors to reduce the negative impact of the community's weak sides)::

- Continuation of the processes of integration with European Union and attraction of funding for large infrastructure projects in Lutsk community, with absence of economic and political restrictions, will ensure the creation of platforms for development of innovative industries, IT sector, export orientation and participation of enterprises in cluster and international cooperation.
- Creating conditions for the development of the military industrial complex and its service and repair infrastructure can reorient the existing transport market to a more innovative and stable one and increase the solvency of community residents.

3. Main risks (which threats strengthen the weak sides of the community - the most "weak points"):

- Military threat from the northern border, prolonged hostilities, destruction of infrastructure with a threat to civil residents in the community, economic uncertainty and absence of external macroeconomic assistance for the state can significantly affect the financial stability of the community, closure of businesses and demographic changes.
- Environmental pollution of the territories (solid domestic waste, used ammunition, tourist litter, deforestation, river pollution, etc.) will reduce the recreational and investment attractiveness of the community and its ecological potential.
- The absence of initiative and openness to attracting investment, external projects and partnerships, strategic large-scale initiatives, and market monopolisation will reduce the competitiveness of the community and the region, and deepen the demographic and migration crisis.
- Further growth of utility costs and energy collapse in the country, destruction (impossibility of restoration) of energy and other critical infrastructure in the region and community, absence of stimulation for renewable energy will lead to shutdown of large enterprises and inability to provide housing and communal services.
- The absence of effective instruments of cooperation between public sector and authorities will weaken development of the creative industries, implementation of interesting and innovative cultural and urban products, and as a result, the outflow of the creative class to other regions or abroad.

SECTION 3. SCENARIOS OF TERRITORIAL COMMUNITY'S DEVELOPMENT

The above analysis of the current socio-economic situation of Lutsk community, its strong and weak sides, threats and opportunities for future growth, allows us to make a forecast of the likely directions of city's and surrounding rural areas' development and identify those that can form the basis for the strategic planning.

Today Lutsk is not only a regional centre with historically established economic, cultural and social ties and traditions that go beyond the community, region and state, but also a city with active migration processes, relocation of enterprises, reformatting of logistics, etc. Over the past few years, the number and diversity of both economically active business entities and professionals who can claim leadership and intensify competition has increased in the community. In particular, there was an expansion of capacity, growth in economic activity and price competition among manufacturers of clothing, food, furniture, various service providers, industry of hospitality, IT cluster, etc. Local or community-based businesses are successfully competing with those from other regions of Ukraine and abroad.

This diversity forms Lutsk community, creates the economic base for its development, distinguishes and makes it recognisable, but at the same time complicates the choice of priority areas for strategic development, as each industry and sector considers itself the most promising. Despite the fact that the analysis of unemployment and employment dynamics, average salaries, tax indicators and other factors indicate a high potential for the development of the above industries, none of them can obtain the status of a basic industry and ensure the sustainable development of Lutsk community on their own. In addition, at this stage, city lags behind some other regional centres in the western and central regions of Ukraine (e.g. Lviv, Khmelnytskyi, Vinnytsia) in terms of its overall image and recognition and is not associated with a particular sector of the modern economy.

The current socio-economic situation, aspirations for European integration, and uncertainty about the development of hostilities form the basis for forecasting possible scenarios for the community's movement in the coming years, as well as its strategic and operational goals.

Convenient geographical location of Lutsk community close to the EU border strengthens its role for Ukraine as a whole and immediately provides good starting points in the field of transport and warehouse logistics and trade. Lutsk is also likely to compete successfully with other regional centres for the status of an active trade transit area. In addition to the geographical location, other favourable factors for the community's development are the nationwide deepening of European integration, the growth of trade turnover in both directions, and the development and globalisation of education, culture, and medicine.

At the same time, we note the absence of demand and perception of the transit and trade status by the local population as the basis for community's development. City residents point on the need and emphasise their expectations for the creation and increase of added value based on the activities of local enterprises, industrial development, rather than trade. This is a fair demand, because after the normalisation of the situation at the border and Ukraine's accession to the European Union, trade industry will become sensitive to global market trends and vulnerable. This is a view that is common among leaders of a local community and business. Therefore, trade is more likely to become a concomitant area of community's development and an integral part of more global scenarios.

Analysing possible ways of the Lutsk community's development this should also be taken into account:

- educational and academic potential; developed network of pre-school, general education, technical educational institutions; successful research activities of two local national universities; and relocated educational institutions;
- opportunities to meet high environmental standards in the suburbs and rural areas of the community;
- increased housing construction over the past decade and significant improvement in housing conditions of residents;
- a high probability for internally displaced persons to choose the territory of Lutsk community for a long-term residence.

Therefore, it is quite logical to combine these requirements with the rational use of land, water, and forest resources and to create environmentally friendly neighbourhoods, youth cottages, student campuses and to reconstruct existing housing stock.

It should be taken in account that there is currently a chaotic migration of human and economic resources to the west of Ukraine, with subsequent location close to the EU border. But in the post-war period, migration processes will again turn towards the capital, centre and east of Ukraine. If Ukraine's European integration is successful, the importance of the Lutsk community's location in the border area will be significantly reduced. Combined with internal competition with other large communities, all these factors could lead to the loss in competition for people, particularly youth. To overcome these risks and for the successful competition, the best way is to work synchronously and in a multi-vector manner to attract youth to choose Lutsk community as their place of residence.

Taking into account the fact that regional centre of Volyn today competes for human resources with Lviv, Ternopil, Lublin, Warsaw, Krakow and other cities in Ukraine and in the EU, we conclude that such work should be carried out on an ongoing basis, intensifying annually. And since Ukrainian youth now live in different countries around the world, the efforts of Lutsk community should also be aimed at creating an attractive signal for young people and should be not only local and national, but also extraterritorial. At present, the Lutsk community is not and will not in the future naturally become a magnet, a policy, a centre of massive youth inflow without special efforts and emphasis.

Therefore, when choosing a baseline development scenario, it is proposed to take as a basis the development of Lutsk community as a cohesive community that develops differently from other cities in western Ukraine. In particular, it relies on a youth ecopolis, stimulates the arrival of applicants, the relocation of young families, families and professionals, and leaves progressive students who have studied at local educational institutions to develop innovations and create their own business here, rather than looking for other locations.

It should also be noted that, based on the results of public discussions, consultations and study of community leaders' opinions, we can state that many respondents see Lutsk community in the future not only as a large and powerful regional centre chosen by youth for study, self-realisation and business, but also as a growing economic and cultural leader in northwestern Ukraine. In the case that the administrative and territorial reform continues and form a large Volyn region, Lutsk community should be ready to compete for leadership - for the capital of a new administrative unit that integrates and unites other territorial communities by strengthening economic and infrastructure cooperation. In particular, the participants of the discussions emphasise the expediency of creating platforms for the development of innovative industries, the development of the IT sector, and the participation of enterprises in cluster and international cooperation on the territory of the Lutsk community, which also does not exclude the possibility of considering the expansion of the city's boundaries.

Such a significant demand in the community for the creation and development of a youthful, ecological community that systematically and regularly introduces innovations and modern achievements now requires specific projects and initiatives. To compete with Ukraine's big cities or to be a leader in the country in terms of sustainable development, it is necessary to simultaneously change approaches to community's management, including modernising the leading sectors that determine the future of the city community - education, culture, healthcare, security, transport, infrastructure, energy, etc. Such results can only be achieved by a community that successfully bridges the gap in quality of life and creates equal opportunities for access to local benefits for residents of the city's 13 districts and 35 villages and settlements.

Unfortunately, when choosing a development scenario, the martial law and defence situation in Ukraine should be taken into account. In particular, the worst scenario is the expansion of the war zone and conduct of hostilities in close proximity to the community. In this case, Lutsk, as a regional centre, should remain resilient and be the base community that supports defence, where people move, businesses relocate, etc. Similar experience has already been demonstrated by Zaporizhzhia, Mykolaiv, Poltava, Sumy, Dnipro.

However, as a baseline scenario for the coming years, we choose an optimistic scenario where Volyn region in general and the city of Lutsk in particular will be rear regions until the end of the war.

During the period of martial law, opportunities for the development of most environmental, science-based, investment, large infrastructure projects, etc. are lost. But at the same time, innovative directions can develop even more actively in the military economy and international cooperation at the municipal level can deepen and take on new meanings. Thus, even under such circumstances, Lutsk community can be a permanent participant in the processes of recovery and development. For the period of war, the priority will be given to defence and security-related activities, at that time Lutsk community, at least within Volyn, should become the most important stronghold for maintaining statehood. In the post-war period, these areas of work will be saved, and others will be formed on a new basis: innovations in the military sphere, underground enterprises, energy efficient and renewable technologies, diversified globalisation, etc.

At the same time, the end of the war and the restoration of Ukraine will bring an increase in investment attractiveness, strengthening the image of a successful country and other benefits for our state. This requires skilful planning from Lutsk community to ensure a leading role in contributing to the development of post-war Ukraine. Absence of proper preparation (human, financial, intellectual resources) for recovery and development, as well as the pressure of general European post-war migration and macroeconomic processes, may lead to the community's residents' leaving to other regions and to the European Union, while there is no inflow of new IDPs. In addition, absence of qualified preparation for attracting investors, image gaps may lead to the community losing out reputational competition for resources to other cities in western Ukraine, regional centres in the former frontline and de-occupied territories, and losing opportunities to implement profitable loan and grant projects.

Therefore, it is crucial to form and strengthen the leadership of Lutsk community in representing the common interests of Volyn and other regions of the north-western region and to develop actively international cooperation. Under such circumstances, the established international relations and contacts, which will be deepened and expanded by Lutsk community, will become one of the networks for ensuring the sustainability and resilience of the city's development. In order to be a strengthening factor in Ukraine's development in the post-war years, community's development scenarios should already be built today based on a focus on post-war recovery and integration with the European community, and the implementation of such scenarios should be carried out immediately.

Based on the above, we can conclude that the following scenarios and development options are likely

for the Lutsk community:

- “Community – university” – building a community around the higher education cluster;
- “Industrial community ” – expansion of production facilities in the community on the basis of existing industrial locations, creation of new industrial parks;
- “Military Defence Base” - strengthening the component of military economy and rehabilitation;
- “Sustainable, ancient centre” means city’s development based on the existing demographic base and sustainable environmental development;
- “Community – HUB” – the ability of the community to accept more people and businesses, to include them in the local structure and processes;
- “Tourist and Agrarian Centre” is a combination of the tourist centre’s development with building of an agricultural area in the suburbs, and creation of a powerful recreation centre in rural areas.

If we formalise the above scenarios and convert them into specific directions (slogans) for development, the following are desirable:

- Lutsk – community, oriented on youth;
- Lutsk – community, undergoing internal integration;
- Lutsk – community, which implement the best ecological standarts;
- Lutsk – community, which follows the path of regional leadership;
- Lutsk – community, which compets for investment in innovation.

There may be more scenarios, but it is clear that Lutsk community should choose the way that combines its strongest sides and minimises the risks of different development options. From each of the thematic scenarios, we should select the strong points that are compliant with each other.

We also need to understand that for successful development, dominance in the region, and harmonious integration into the European community, Lutsk city territorial community should consider each communityei resident as its main value: their health, well-being, comfort and life satisfaction. Among all types of leadership, community should mostly value integrity and intelligence.

The strategic plan should take into account both of these types of leadership and combine the above-mentioned strategic directions into a single scenario.

SECTION 4. STRATEGIC, OPERATIONAL GOALS, TASKS FOR THE DEVELOPMENT OF LUTSK COMMUNITY

The overall positioning of Lutsk community – a modern eco-polis that youth chooses to study, self-realisation and starting a business, growing economic and cultural leader in north-western Ukraine.

STRATEGIC GOAL № 1

Lutsk youth community

Community with a growing proportion of young residents who choose to live and work in Lutsk and other settlements of the community, because new opportunities to start their own business, launch and develop an initiative are constantly being created here, as well as access to qualitative education, professional development and requalification is constantly expanding.

Operational goals:

1.1. Development and expansion of economic involvement of the university cluster:

- modernising educational programmes in higher and professional education institutions;
- expanding the network of youth centres and spaces, and improve student's infrastructure.

1.2 Construction of modern energy-efficient residential complexes, improvement of housing availability and quality of housing provision:

- developing a complex plan for the community's spatial development taking into account an energy-efficient approach;
- increasing the number of low-cost housing programmes for young families and gifted youth.

1.3 Digitalisation of municipal services:

- implementation of the Smart City technology to improve interaction between business, government and citizens, increasing the transparency of public institutions;
- improvement of municipal infrastructure's operation based on open data;
- ensuring openness of land areas' and municipal property's register;
- creating a multifunctional offline and online hub for the development of urban initiatives and creative potential of residents.

1.4 Creation of spaces in the community for quality leisure for community's residents:

- modernising existing and create new parks and squares in all settlements and neighbourhoods, and improving public spaces;
- promoting formation of socially responsible businesses to operate in neighbourhoods and settlements of the community;
- increasing the level of safety and comfort of community's residents.

1.5 Community's openness to support and develop local small and medium-sized businesses, as well as their own enterprises, which are started by youth and IDPs:

- creating a favourable environment for the development of entrepreneurship, industry, agricultural production and farming;
- creating conditions for the formation of a community's labour market;
- attracting new investors, creating an agency to support and assist investors and prioritising support for local investors' projects.

STRATEGIC GOAL № 2

A new community with a historic center

A community that bridges the gap in quality of life, services, transportation networks, and access to opportunities for residents of all city neighborhoods and Starostynski districts, while also focusing on the potential to integrate new settlements into the community.

2.1. Increase the level of civic activity among residents of Starostynski districts and the city of Lutsk:

- support the establishment and operation of associations of co-owners of apartment buildings and bodies of community self-organization;
- create conditions for popularization and support of the volunteer movement;
- promote tools for public participation and other mechanisms to engage residents in community development.

2.2 Complex modernization and development of communal infrastructure of the community:

- optimise the work of communal enterprises and restructure them into service organisations;
- support the infrastructural development of a network of medical institutions;
- ensure the modernisation of cultural institutions and improve access to cultural services and art education.

2.3 Ensure access to and provision of modern services in the humanitarian sphere, regardless of place of residence:

- implement innovative technologies for organizing the educational process in the system of preschool, complete general secondary and extracurricular education in the community; to promote the level of patriotism and civic consciousness among community residents;
- develop a high-quality infrastructure for physical culture and sports among residents of different age groups, social categories and territories;
- create a cluster of modern medicine and rehabilitation on the basis of medical institutions of the community; veteran reintegration.

2.4 Transparent and understandable comprehensive spatial planning of the community:

- ensure flexibility and competitiveness of approaches to community management in the context of openness, innovation development, and continuous transformation;
- develop and digitalize city planning documentation of the territorial community;
- transform unused production facilities in industrial zones into investment projects

STRATEGIC GOAL № 3

A modern Ecopolis

An ecological community that systematically and regularly implements innovations and modern achievements to be among the top three eco-cities in large cities in Ukraine.

3.1. Improvement and implementation of the community transportation scheme:

- implement a new public transportation scheme with a priority on the development of electric transport;
- develop the network of cycling infrastructure and pedestrian zones;
- create a network of municipal parking areas;

3.2. Ensure separate waste collection and environmentally friendly waste management:

- modernize the solid waste management system;
- create an infrastructure for separate waste collection in the community;
- start the construction of a waste recycling plant for the integrated processing of household waste in the community.

3.3 Implementation of energy-saving technologies in the communal infrastructure and transitioning to the use of energy from renewable sources:

- establish an effective energy management system;
- complete a comprehensive thermal modernization of communal buildings;
- ensure energy-efficient lighting and the use of alternative and renewable energy sources.

3.4 Reducing pollution of air, water, and other natural resources in the community:

- increase eco-consciousness among local residents and visitors to the community;
- organize recreational and green areas and develop the city's greening system;
- use water resources efficiently and ecologically;
- reduce the risks of air pollution and climate change.

STRATEGIC GOAL № 4

A regional leader

Lutsk community is the economic and cultural leader of the northwestern part of Ukraine, Great Volyn, which integrates and unites other territorial communities, strengthening economic and infrastructure cooperation.

4.1. Development of transport links between Lutsk community and other communities and regions focused on the EU:

- improve the highway connection;
- promote the development of railways and airways.

4.2 Representing the interests and uniting the common needs of territorial communities in the region at the national and international levels:

- deepen cooperation with foreign sister cities, expand the geography of international cooperation and coordinate cooperation at the regional level;
- expand international cultural cooperation and increase the intercultural friendliness within the community.

4.3 Development of Lutsk community as a tourist and historical center of the region, which constantly invites and attracts tourists and event participants:

- support the cultural environment and develop its creative potential in the community, to form brand of the community as a center of business, event, and medical tourism;
- develop the tourist and recreational potential of the central part of Lutsk, and tourist attractions of the community;
- create new and improve existing tourist products and tourist infrastructure

STRATEGIC GOAL №5

A community of modernity and innovation

Platforms for the development of innovative industries are being established in the Lutsk community, the IT sector is being expanded, and the participation of enterprises in cluster and international cooperation is being supported.

5.1. Creation of innovative industrial eco-parks and platforms for the placement of production facilities in Lutsk community focused on the national and European markets:

- prepare locations for the placement of innovative and environmentally friendly industries;
- create infrastructure to support innovative ideas and projects of community residents.

5.2 Launch a cluster model for the development of specific sectors in the Lutsk community, leveraging the potential of research and educational institutions:

- promote the development of the IT sector in the region based on Lutsk community;
- promote the development of a tourist cluster in the community.

5.3 International cooperation for the development of interaction within the framework of cross-border cooperation and the integration of Ukraine with the EU:

- increase interaction with local self-government bodies and institutions from EU countries;
- attract projects and financial resources within the framework of cross-border cooperation.

SECTION 5. ANALYSIS OF STRATEGY COMPLIANCE TO THE OF UNDP'S SUSTAINABLE DEVELOPMENT GOALS, GOV- ERNMENTAL STRATEGY OF THE REGIONAL DEVELOPMENT OF UKRAINE, STRATEGY OF REGIONAL DEVELOPMENT OF VOLYN REGION

The purpose of this section is to establish a link between the strategic and operational goals of the Development Strategy of Lutsk Community and the United Nations Sustainable Development Goals, the goals of the State Strategy of Regional Development of Ukraine until 2021-2027, and the goals of the Strategy of Regional Development of Volyn Region for the period up to 2027.

The United Nations Sustainable Development Goals [23] are key areas of development for countries and the world as a whole, consisting of 17 Global Goals and 169 targets. They are aimed at overcoming poverty, inequality and climate change and were adopted by all UN member states in 2015 as part of the 2030 Agenda for Sustainable Development.

The State Strategy of Regional Development of Ukraine [24] is developed for a period of seven years and approved by the Cabinet of Ministers of Ukraine. The Strategy defines trends and main problems of socio-economic development of regions, priorities of the state regional policy for the relevant period, functional types of territories, strategic goals and directions of regional development and interregional cooperation, operational goals that ensure the achievement of strategic goals, main tasks, stages and mechanisms for their implementation, a system for monitoring and evaluating the effectiveness of the implementation of the State Regional Development Strategy of Ukraine.

Regional development strategies are developed by the Council of Ministers of the Autonomous Republic of Crimea, regional administrations, and the Kyiv and Sevastopol city state administrations for the duration of the the State Regional Development Strategy of Ukraine. The regional development strategies should be consistent with the strategic goals and priorities set out in the State Regional Development Strategy of Ukraine and should identify trends and key issues of socio-economic development of the Autonomous Republic of Crimea, regions, the cities of Kyiv and Sevastopol, strategic goals, priorities for the development of the region for the relevant period, operational goals that ensure the achievement of strategic goals, main tasks, stages, mechanisms for their implementation and sources of funding, a system for monitoring and evaluation of the implementation of the regional development strategy.

The compliance of the Development Strategy of Lutsk Community with the United Nations Sustainable Development Goals, the goals of the State Regional Development Strategy of Ukraine and the goals of the Strategy of Regional Development of Volyn Region means that it is consistent with the implementation of the above goals and strategies.

ANALYSIS OF THE COMPLIANCE

of the Development Strategy of Lutsk City Territorial Community with the United Nations Sustainable Development Goals

Abbreviations:

SG – strategic goal of Lutsk community

OG – operational goal of Lutsk community

* The cells indicate the degree of connection between individual goals, marked as “++” (strong connection) or “+” (indirect connection)..

STRATEGIC AND OPERATIONAL GOAL	SG 1					SG 2				SG 3				SG 4			SG 5		
	OG 1.1	OG 1.2	OG 1.3	OG 1.4	OG 1.5	OG 2.1	OG 2.2	OG 2.3	OG 2.4	OG 3.1	OG 3.2	OG 3.3	OG 3.4	OG 4.1	OG 4.2	OG 4.3	OG 5.1	OG 5.2	OG 5.3
GOAL 1. NO POVERTY								+											
GOAL 2. ZERO HUNGER, DEVELOPMENT OF AGRICULTURE					+												++	++	
GOAL 3. GOOD HEALTH AND WELL-BEING								++					+						
GOAL 4. QUALITY EDUCATION	++				+			++							+		+		+
GOAL 5. GENDER EQUALITY				+	+	+		++											
GOAL 6. CLEAN WATER AND SANITATION							++		+				++						
GOAL 7. AFFORDABLE AND CLEAN ENERGY	+	++					++		+			++					+		
GOAL 8. DECENT WORK AND ECONOMIC GROWTH	++				++			+								+	++	++	+
GOAL 9. INDUSTRY, INNOVATION AND INFRASTRUCTURE	++				+		+	+	+	+				+			++	++	
GOAL 10. REDUCED INEQUALITIES			++		+			++		++									
GOAL 11. SUSTAINABLE CITIES AND COMMUNITIES		++				++		++		+	+	+	++		++	++	++	++	

GOAL 12. RESPONSIBLE CONSUMPTION AND PRODUCTION											++								++
GOAL 13. CLIMAT ACTION		+						+				+	+			+			+
GOAL 14. LIFE BELOW WATER																			
ЦІЛЬ 15. LIFE ON LAND									+				+			+			++
GOAL 16. PEACE, JUSTICE AND STRONG INSTITUTION			++		+		++		+										
GOAL 17. PARTNERSHIP FOR THE GOALS		+	+		+		++								+	++		+	++

ANALYSIS OF THE COMPLIANCE

of the the Development Strategy of Lutsk City Territorial Community with the State Strategy of Regional Development of Ukraine

Abbreviations:

SG – strategic goal of Lutsk community

OG – operational goal of Lutsk community

* The cells indicate the degree of connection between individual goals, marked as “++” (strong connection) or “+” (indirect connection).

STRATEGIC AND OPERATIONAL GOAL	SG 1					SG 2				SG 3				SG 4			SG 5		
	OG 1.1	OG 1.2	OG 1.3	OG 1.4	OG 1.5	OG 2.1	OG 2.2	OG 2.3	OG 2.4	OG 3.1	OG 3.2	OG 3.3	OG 3.4	OG 4.1	OG 4.2	OG 4.3	OG 5.1	OG 5.2	OG 5.3
STRATEGIC GOAL 1: <i>Forming a united state in social, humanitarian, economic, ecological, security and spatial dimensions</i>	+					++				+				++			++		
OPERATIONAL GOAL 1.1: <i>Stimulation of economic development centers (agglomerations, cities)</i>	++		+				+	+	++		+			+			++	++	
OPERATIONAL GOAL 1.2: <i>Preservation of the environment and sustainable use of natural resources, enhancement of development opportunities in areas requiring state support (macro and micro level)</i>	+				++		+	++	++	+		+		+	++		+	++	++

OPERATIONAL GOAL 1.3: <i>Creating conditions for reintegration into the Ukrainian space of the temporarily occupied territory of the Autonomous Republic of Crimea and the city of Sevastopol, as well as the temporarily occupied territories in Donetsk and Luhansk regions</i>																			
OPERATIONAL GOAL 1.4: <i>Infrastructure development and digital transformation of regions</i>		++	++			++	++				++	++	++	++			+	++	
OPERATIONAL GOAL 1.5: <i>Formation of a single educational, informational, and cultural space within the entire territory of Ukraine</i>			+	+		++		++	+					++	++		++	++	
OPERATIONAL GOAL 1.6.: <i>Effective use of the economic potential of cultural heritage for sustainable community development</i>									+					++	++		++	++	
STRATEGIC GOAL 2: <i>Increasing the competitiveness of regions</i>																			++
OPERATIONAL GOAL 2.1: <i>Development of human capital</i>	+		++			++	++			+							+	+	
OPERATIONAL GOAL 2.2: <i>Promoting entrepreneurship, supporting the internationalization of business in the small and medium-sized enterprises sector</i>	++				++	++								++	+	++	++	++	
OPERATIONAL GOAL 2.3: <i>Increasing the investment attractiveness of territories, supporting investment attraction</i>	+								+					++	++		+	++	

OPERATIONAL GOAL 2.4: <i>Promoting the introduction of innovations and the growth of the technological level of the regional economy, supporting innovative enterprises and startups</i>	++				+								+			++		++	
OPERATIONAL GOAL 2.5: <i>Sustainable development of industry</i>	++				+								++			++		++	
STRATEGIC GOAL 3: <i>Development of effective multilevel governance</i>	+				+				+				+			+			
OPERATIONAL GOAL 3.1: <i>Formation of an effective local self-government and public authorities on a new territorial basis on the principles of the new administrative and territorial structure of Ukraine</i>													++						
OPERATIONAL GOAL 3.2: <i>Formation of horizontal and vertical coordination of state sectoral policies and state regional policy</i>																			
OPERATIONAL GOAL 3.3: <i>Building a system of effective public investment at all levels of government</i>	+				+				+										
OPERATIONAL GOAL 3.4: <i>Capacity building of state regional policy</i>					++								++					+	
OPERATIONAL GOAL 3.5: <i>Ensuring equal rights and opportunities for women and men, preventing and combating domestic violence and discrimination</i>																			

OPERATIONAL GOAL 3.6: Development of an information and analytical support system and development of management skills for decision-making based on objective data and spatial planning																				

ANALYSIS OF THE COMPLIANCE

of provisions of the Development Strategy of Lutsk City Territorial Community with the Strategy of Regional Development of Volyn Region [25]

Abbreviations:

SG – strategic goal of Lutsk community

OG – operational goal of Lutsk community

* The cells indicate the degree of connection between individual goals, marked as “++” (strong connection) or “+” (indirect connection).

STRATEGIC AND OPERATIONAL GOAL	SG 1					SG 2				SG 3				SG 4			SG 5		
	OG 1.1	OG 1.2	OG 1.3	OG 1.4	OG 1.5	OG 2.1	OG 2.2	OG 2.3	OG 2.4	OG 3.1	OG 3.2	OG 3.3	OG 3.4	OG 4.1	OG 4.2	OG 4.3	OG 5.1	OG 5.2	OG 5.3
STRATEGIC GOAL 1: <i>Increase the competitiveness of the regional economy</i>	+					+				+				+			+		
OPERATIONAL GOAL 1.1. <i>Increase the investment attractiveness</i>	+								+										
OPERATIONAL GOAL 1.2. <i>Increase tourism and recreational potential</i>																++	+	++	
OPERATIONAL GOAL 1.3. <i>Development of small and medium-sized enterprise</i>			+		++	+													
OPERATIONAL GOAL 1.4. <i>Effective regional power industry</i>		+						+				+							
OPERATIONAL GOAL 1.5. <i>Increase the productivity of the agro-industrial sector</i>					+				+										++
OPERATIONAL GOAL 1.6. <i>Support for promising types of agricultural production</i>					+														++

OPERATIONAL GOAL 1.7. <i>Effective use of the economic potential of cultural heritage for sustainable development of communities</i>																	++				+				
STRATEGIC GOAL 2: <i>Human capital development and improving the quality of life</i>	+					++				+															
OPERATIONAL GOAL 2.1. <i>Preservation and development of the human capital</i>																									
	+																								
OPERATIONAL GOAL 2.2. <i>Create conditions for comfortable and safe living for residents</i>																									
OPERATIONAL GOAL 2.3. <i>Increase the capacity of state and local governments on a new territorial basis</i>																									
STRATEGIC GOAL 3: <i>Development of the innovative economy (based on smart specialization)</i>	+					+				+				++											
OPERATIONAL GOAL 3.1. <i>Increase the added value of industrial products in smart specialization sectors</i>																					++				+
OPERATIONAL GOAL 3.2. <i>Development of the innovative infrastructure</i>																					++				++
OPERATIONAL GOAL 3.3. <i>Development of human resources in smart specialization areas</i>																					+				
OPERATIONAL GOAL 3.4. <i>The digital transformation</i>																									

STRATEGIC GOAL 4: <i>Development of cross-border cooperation</i>						+				++				++							
OPERATIONAL GOAL 4.1. <i>Infrastructure support for cross-border cooperation</i>																					
OPERATIONAL GOAL 4.2. <i>Stimulating cross-border cooperation in the region</i>																					
STRATEGIC GOAL 5: <i>Rational use of natural resources and environmental safety</i>										+				+				+			
OPERATIONAL GOAL 5.1. <i>Protection and rational use of water resources and reduction of negative impact on the atmosphere</i>														++				+			
OPERATIONAL GOAL 5.2. <i>Improving waste management</i>										++				+							
OPERATIONAL GOAL 5.3. <i>Conservation of biodiversity and restoration of landscape variety in the region</i>														+				+			

SECTION 6. MONITORING THE IMPLEMENTATION OF THE STRATEGY AND THE ACTION PLAN

Monitoring the implementation of the Strategy and the Action Plan is a set of measures for recording, collecting, analyzing and summarizing information to track and analyze the dynamics and structural changes taking place in the community in accordance with the strategic, operational goals and objectives set out in the Strategy. The success of the Strategy implementation depends on positive economic, social, and spatial changes that affect the achievement of the goals.

Evaluation of the results of the Strategy and Action Plan implementation is a necessary step to obtain information on the achievement of the expected results, their impact on the state of socio-economic development of the territorial community, and information on the sustainability of changes in order to make the necessary management decisions and adjustments in the future.

Ensuring the monitoring and evaluation process at the appropriate level:

- 1) a monitoring group is established by the order of the city mayor (including members of the Strategic Committee for Strategy Development);
- 2) at its first meeting, the monitoring group approves:
 - 2.1) regulations on the work of the monitoring group;
 - 2.2) the procedure for monitoring and evaluating the success of the Strategy and Action Plan implementation.

The monitoring group includes representatives of the public and business. If necessary, external independent experts and partner organizations may be involved in monitoring and evaluation.

Issues of evaluation of the implementation of the Strategy's projects and measures should be the sole responsibility of the monitoring group, as they are responsible for assessing the relevance and feasibility of strategic and operational goals and their achievement.

In the course of monitoring the Strategy, the following tasks are being solved:

- 1) control over the implementation of the Strategy in general;
- 2) assessing the degree of achievement of strategic and operational goals, providing information necessary for adjusting the Action Plan and updating the strategy objectives within the approved goals;
- 3) maintaining the system of strategic planning, monitoring and evaluation of indicators in working order.

In order to monitor and evaluate the effectiveness and efficiency of the Strategy implementation as a whole, a comprehensive system of key performance indicators (Table 1) has been developed for strategic and operational goals and objectives and dynamic indicators for the implementation of tasks and measures. The list of dynamic indicators is approved by the monitoring group.

Monitoring and evaluation of the key and dynamic indicative figures of the Strategy shall be carried out in accordance with the procedure approved by the monitoring group, at least once a year, and the results of such monitoring and evaluation shall be reflected in reports published on the official website of Lutsk City Council. The monitoring group submits reports on the results of monitoring and evaluation no later than one month after the end of the reporting period to Lutsk City Council.

Monitoring and evaluation levels:

- 1) the implementation of a particular project/activity is defined by dynamic indicators;
- 2) the implementation of the tasks is defined by key (Table 1) and dynamic indicators;
- 3) the level of achievement of strategic and operational goals is defined by key indicative indicators (Table 1);
- 4) the degree of progress in strategic development areas (Section 4);
- 5) the state of community development is the achievement of a strategic vision (Section 3).

According to the results of the assessment of indicative figures:

- 1) are recorded and analyzed in particular:
 - the degree of completion of each task within the measure/project;
 - incomplete tasks, reasons for the rejection, suggestions;
 - assessing the funding needs;
 - proposals for improving the current monitoring system.
- 2) a report is prepared that provides:
 - results of comparing actual and basic values of the indicators;
 - achievement of planned operational and strategic goals;
 - meeting the needs of different groups of stakeholders;
 - existing unplanned changes and impacts;
 - activities that led to changes (including unplanned ones);
 - efficiency of the Strategy implementation mechanisms or resource costs;
 - sustainability of the Strategy results, etc.

The proposals for adjusting the Strategy and the Action Plan based on the results of monitoring and evaluation are made by: Пропозиції з корегування Стратегії та Плану заходів за результатами моніторингу та оцінки можуть вноситися:

- members of the monitoring group based on the results of consultations with stakeholders;
- members of the city council;
- interested organizations, institutions, public organizations and residents.

For all possible forms of organizing the monitoring and evaluation process, the main thing is to closely monitor the implementation of tasks and projects, adjust and update the Strategy in view of the changing situation, as some projects will be completed and some will be replaced by others.

Members of the monitoring group should ensure that strategic and operational goals and tasks remain relevant and are being implemented. The monitoring group meets at the intervals established by the regulation on its activities (but no less than once every six months) to evaluate the achieved results and make proposed changes. Draft decisions on amendments to the Strategy are submitted for consideration by the Lutsk City Council.

Key indicative indicators for achieving the goals and tasks of the Development Strategy of Lutsk City Territorial Community until 2030

Indicator code	Indicator name	Unit of measurement	Data source
Strategic goal № 1 Lutsk youth community			
KII-01	The level of social protection of young residents of Lutsk city territorial community		
Operational goal 1.1. Development and expansion of economic involvement of the university cluster			
KII-011	The level of economic involvement of the university cluster of Lutsk city territorial community		
KII-01101	The share of graduates of higher education institutions (HEI), who were employed in the received specialty (TOP-5 HEIs in the community)	%	Data from higher education institutions
KII-01102	The share of unemployed youth under the age of 35 of the total number of registered as unemployed (at the end of the year)	%	Data from Employment Center
KII-01103	TOP-50 HEIs in Ukraine	rating	Data from the relevant ministry
KII-01104	The number of graduates of general secondary education institutions in the community	people	Data from higher education institutions
KII-01105	The number of 11th-grade graduates studying at HEIs in the community	people	Data from higher education institutions
KII-01106	The share of 11th-grade graduates who continue their studies at HEIs in the community	%	Data from higher education institutions
KII-01107	The number of students of HEIs in the community, who participated in academic mobility programs per year	people	Data from higher education institutions
Operational goal 1.2. Construction of modern energy-efficient residential complexes, improvement of housing availability and quality of housing provision			
KII-012	The level of availability of energy efficient housing of Lutsk city territorial community		
KII-01201	The share of Condominiums in the multi-apartment housing stock (including the building cooperative)	%	Data from executive authorities
KII-01202	The average period of stay on the preferential housing register of socially vulnerable citizens (at the time of receiving housing)	years	Data from executive authorities
KII-01203	The level of equipment of the housing stock with metering devices	%	Data from executive authorities
KII-01204	The level of equipment of the housing stock with individual heating units	%	Data from executive authorities
KII-01205	The number of housing stock included in the municipal energy efficiency programs	units	Data from executive authorities
KII-01206	The number of new apartments commissioned	units	Data from executive authorities

Operational goal 1.3. Digitalization of municipal services			
KII-013	The level of digitalization of municipal services of Lutsk city territorial community		
KII-01301	The number of municipal services available online	units	Data from executive authorities
KII-01302	The number of residents using municipal online services	people	Data from executive authorities
KII-01303	The number of official appeals from community residents to local governments submitted through online services	units	Data from executive authorities
KII-01304	The number of communal enterprises/institutions that take energy monitoring measures	units	Data from executive authorities
KII-01305	The number of existing air quality monitoring stations	units	Data from executive authorities
KII-01306	The number of «smart» road infrastructure objects	units	Data from executive authorities
KII-01307	The number of users of Lutsk City Council chatbot in a year	people	Data from executive authorities
KII-01308	The number of followers of Lutsk City Council communication channels (for the types) in a year	people	Data from executive authorities
KII-01309	The number of users of the official website of Lutsk City Council in a year	people	Google analytics
KII-01310	The number of open data sets that are publicly available and regularly updated	units	Data from executive authorities
Operational goal 1.4. Creation of spaces in the community for quality leisure for community's residents			
KII-014	The level of improvement and development of public space in Lutsk city territorial community		
KII-01401	The number of inclusive children's spaces in the community	units	Data from executive authorities
KII-01402	The number of newly created groups in community kindergartens	units	Data from executive authorities
KII-01403	Resumption of work of the children's railway	yes/no	Data from executive authorities
KII-01404	The number of adopted stray animals from CE «Laska»	units	Data from executive authorities
KII-01405	The total number of registered stray animals in CE «Laska»	units	Data from executive authorities
KII-01406	The share of adopted stray animals in the total number of registered stray animals (at the end of the reporting period)	%	Data from executive authorities
KII-01407	The number of sterilizations and chipping of stray animals performed by CE «Laska»	units	Data from executive authorities
KII-01408	The share of sterilization and chipping of stray animals in the total number of registered stray animals during the reporting period	%	Data from executive authorities
KII-01409	The number of people who applied to general and specialized domestic violence support services	people	Data from executive authorities
KII-01410	The share of educational institutions covered by security programs such as video surveillance and others	units	Data from executive authorities
KII-01411	The number of crimes in the community according to types	units	Data from executive authorities

Operational goal 1.5. Community's openness to support and develop local small and medium-sized businesses, as well as their own enterprises, which are started by youth and IDPs

KII-015	The employment rate of residents of Lutsk city territorial community (in SMB)		
KII-01501	The number of newly registered individual entrepreneurs in Lutsk city territorial community, in a year (by types of activity)	people	Data from State Fiscal Service/ Economic profile of the community
KII-01502	The number of established legal entities, in a year (by types of activity, gender, age of founders)	units	Data from State Fiscal Service
KII-01503	The number of participants in farm fairs in a year	people	Data from executive authorities
KII-01504	The number of farm fairs organized in a year	units	Data from executive authorities
KII-01505	The number of business entities engaged in farming and craft production	units	Data from executive authorities/ Державна фіскальна служба
KII-01506	The number of concluded investment contracts regarding objects included in the list that require attracting investments	units	Data from executive authorities
KII-01507	The number of international companies with offices or large projects in the community	units	Data from executive authorities

Strategic goal №2 A new community with a historic center

KII-02 The level of the quality of life of Lutsk city territorial community

Operational goal 2.1. Increase the level of civic activity among residents of Starostynski districts and the city of Lutsk

KII-021	The level of civic activity of residents of Lutsk city territorial community		
KII-02101	Natural population growth	%	State Statistics Service
KII-02102	The number of people who took part in the participatory budgeting (authors of ideas and voters), by age and gender	people	Data from executive authorities
KII-02103	The number of active BSG in the community	units	Data from executive authorities
KII-02104	The number of active Condominiums in the community	units	Data from executive authorities
KII-02105	The number of apartment buildings in the community	units	Data from executive authorities
KII-02106	The share of Condominiums in the total number of apartment buildings	%	Data from executive authorities
KII-02107	Transformed cultural facilities (libraries) for the needs of local communities (public spaces)	units	Data from executive authorities
KII-02108	The number of visitors to the platform called «Volunteering in Lutsk»	people	Google analytics
KII-02109	The number of public organizations that received support through municipal programs	units	Data from executive authorities
KII-02110	The number of projects implemented by the Youth Council under the direction of Lutsk City Council	units	Data from executive authorities

Operational goal 2.2. Complex modernization and development of communal infrastructure of the community			
KII-022	The level of development of communal infrastructure of Lutsk city territorial community		
KII-02201	The number of budget investments for the purchase of new equipment for communal enterprises	thousand UAH	Data from executive authorities
KII-02202	Length of water supply/ sewerage/ heat supply networks in the community	км	Data from executive authorities
KII-02203	Length of modernized water supply/sewerage/heat supply networks in the community during the reporting period	км	Data from executive authorities
KII-02204	The share of modernized water supply/sewerage/heat supply networks during the reporting period	%	Data from executive authorities
KII-02205	Volume of water loss/heat loss	%	Data from executive authorities
KII-02206	Amount of budget expenditures allocated to upgrade medical equipment in communal hospitals	thousand UAH	Data from executive authorities
Operational goal 2.3. Ensure access and provision of modern services in the humanitarian sphere, regardless of place of residence			
KII-023	The level of coverage of humanitarian services by residents of Lutsk city territorial community		
KII-02301	The number of children attending communal pre-school education institutions	people	Data from executive authorities
KII-02302	The number of preschool children living in the community	people	Data from executive authorities
KII-02303	The number of coverage of preschool children by communal pre-school education institutions	%	Data from executive authorities
KII-02304	The average EIT score among school graduates in the community in all subjects among schools	units	Relevant ministry
KII-02305	TOP-100 schools of Ukraine according to the results of the entrance exam to higher education institutions	units	Relevant ministry
KII-02306	The number of general secondary education institutions equipped with bicycle parking	units	Data from executive authorities
KII-02307	The number of general secondary education institutions	units	Data from executive authorities
KII-02308	The share of general secondary education institutions equipped with bicycle parking	%	Data from executive authorities
KII-02309	The number of appeals on bullying in educational institutions	units	Data from executive authorities/ правоохоронних органів
KII-02310	The amount of budget expenditures on mass sport and top-level sports in total budget expenditures	тис. грн.	Data from executive authorities
KII-02311	The number of active members of sports clubs/groups of communal property, among children and adults, by gender and among kind of sports, separately including people with disabilities	people	Data from executive authorities
KII-02312	The number of students participating in school team leagues, by gender	people	Data from executive authorities
KII-02313	The number of veterans' spaces operating in the community	units	Data from executive authorities
KII-02314	The number of participants in the reintegration system who use rehabilitation and psychological assistance services	people	Data from executive authorities

KII-02315	The number of people receiving palliative care	people	Data from executive authorities
KII-02316	The number of people who applied for palliative care	people	Data from executive authorities
KII-02317	The share of people covered by palliative care, to the total demand	%	Data from executive authorities

Operational goal 2.4.

Transparent and understandable comprehensive spatial planning of the community:

KII-024	The level of sustainable urban mobility of Lutsk city territorial community		
KII-02401	The developed comprehensive plan for community spatial development	units	Data from executive authorities
KII-02402	The number of people involved in the creation of a comprehensive plan for community spatial development	people	Data from executive authorities
KII-02403	The number of barrier-free public space projects implemented in the community in a year	units	Data from executive authorities

Strategic goal №3 A modern Ecopolis

KII-03	The level of environmental safety and negative impact on the environment of Lutsk city territorial community		
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Operational goal 3.1. Improvement and implementation of transportation scheme of the community

KII-031	The level of implementation of the transport scheme of Lutsk city territorial community		
KII-0310	The volume of (useful supply) electricity and heat consumption by the city per capita	thousand kWh	Data from executive authorities/ Волинсьобленерго та ДКП «Луцьктепло»
KII-03101	The number of rolling stock of public transport in total	units	Data from executive authorities
KII-03102	The number of trolleybuses and electric buses among the rolling stock of public transport Кількість тролейбусів та електробусів серед рухомого складу громадського транспорту	units	Data from executive authorities
KII-03103	The share of electric transport in the overall public transportation market	%	Data from executive authorities
KII-03104	The number of charging stations for electric private vehicles	units	Data from executive authorities
KII-03105	Revenues from parking fees and separately from bus transport	thousand UAH	Data from executive authorities
KII-03106	The number of berths	units	Data from executive authorities

Operational goal 3.2. Ensure separate waste collection and environmentally friendly waste management

KII-032	The level of waste management compliance of Lutsk city territorial community		
KII-03201	The amount of recycled/disposed of SDW per capital	tons	Data from executive authorities
KII-03202	The amount of compost produced at the organic waste landfill	thousand tons	Data from executive authorities
KII-03203	The construction of a waste recycling plant for the Lutsk community	units	Data from executive authorities
KII-03204	The amount of waste sorted at the community sorting line	thousand tons	Data from executive authorities
KII-03205	The number of garbage bins for waste sorting in public places and communal institutions	units	Data from executive authorities

Operational goal 3.3. Implementation of energy-saving technologies in the communal infrastructure and transitioning to the use of energy from renewable sources			
KII-033	The level of energy consumption in Lutsk city territorial community		
KII-03201	The specific energy consumption of budget organizations for the year	kWh/m2	Data from executive authorities
KII-03202	The number of residential buildings where measures on thermal modernization were carried out in a year	units	Data from executive authorities
KII-03203	The level of equipment of the housing stock with heat metering devices	%	Data from executive authorities / SCE «Lutskteplo»
KII-03204	The number of illuminated streets in the community	units	Data from executive authorities
KII-03205	The number of illuminated streets using energy-saving technologies	units	Data from executive authorities
KII-03206	The share of streets illuminated with energy-saving technologies in the total number of illuminated streets by locality	%	Data from executive authorities
KII-03207	The number of communal institutions with updated ventilation systems in the reporting period	units	Data from executive authorities
Operational goal 3.4. Reducing pollution of air, water, and other natural resources in the community			
KII-034	The level of protection and rational use of the natural resources of the Lutsk city territorial community		
KII-03401	The average air quality index (AQI) for the year	index	станція SaveEcoBot
KII-03402	The coefficient of hardness of tap water	coefficient	Data from executive authorities
KII-03403	The number of functioning air quality monitoring stations	units	Data from executive authorities
KII-03404	The level of water loss	%	Data from executive authorities
KII-03405	The number of local ecoclubs	units	Data from executive authorities
KII-03406	The number of modernized sewage collectors in the community	units	Data from executive authorities
KII-03407	The number of operators (private and communal) of water tourism in the community	units	Data from executive authorities
KII-03408	The number of dog parks in the community	units	Data from executive authorities
Strategic goal №4 A regional leader			
KII-04	Regional leadership of Lutsk city territorial community		
Operational goal 4.1. Development of transport links between Lutsk community and other communities and regions focused on the EU			
KII-041	Development of the trans-regional transport and logistics infrastructure of Lutsk city territorial community focused on the EU		
KII-04101	The average time for the implementation of transport logistics Lutsk-Ustyluh, by type of transport	hour	Data from executive authorities
KII-04102	The average waiting time for public transport within the community	minutes	Data from executive authorities

KII-04103	The volume of traffic by railway transport to Lutsk-Lviv, Lutsk-Ivano-Frankivsk, Lutsk-Kyiv, Lutsk-Chelm (as well as in the opposite direction)	people	JSC «Ukrainian railways»
KII-04104	The total number of bus routes within the community	units	Data from executive authorities

Operational goal 4.2. Representing the interests and uniting the common needs of territorial communities in the region at the national and international levels

KII-042 Partnership capacity of Lutsk city territorial community

KII-04201	The number of international and intermunicipal projects implemented in a year	units	Data from executive authorities
KII-04202	The number of visitors to the community's information resources and promotional projects (investment portal, tourism portal, forums/exhibitions, etc. in the community)	people	Data from executive authorities
KII-04203	The number of international cultural cooperation projects in a year	units	Data from executive authorities

Operational goal 4.3. Development of Lutsk community as a tourist and historical center of the region, which constantly invites and attracts tourists and event participants

KII-043 Development of the tourism sector of Lutsk city territorial community

KII-04301	The number of tourists in a year by type of tourism and major tourist destinations	people	Data from executive authorities
KII-04202	Revenues from the tourist tax	million UAH	Data from executive authorities
KII-04202	The number of appeals to the Tourist Information Center	people	Data from executive authorities
KII-04204	The number of visits to the community tourism portal in a year	people	Google analytics
KII-04205	The number of recreational tourist natural sites in the community	units	Data from executive authorities
KII-04206	The number of exhibitions and presentations, art events held by representatives of creative industries in the community, including private ones and those supported by Lutsk City Council	units	Data from executive authorities
KII-04207	The number of participants of events who received support in organizing community festivals	people	Data from executive authorities
KII-04208	One-time capacity of hotels and hostels in the community (beds)	units	Data from executive authorities
KII-04209	The number of representatives of creative industries in the community	units	Data from executive authorities/ Державних служб

Strategic goal № 5 A community of modernity and innovation**KII-05 The level of economic development of Lutsk city territorial community****Operational goal 5.1. Creation of innovative, industrial eco-parks and platforms for the placement of production facilities in the Lutsk community, focused on the national and European market****KII-051 Development of innovation oriented industrial enterprises of Lutsk city territorial community**

KII-05101	The amount of own revenues of the community budget in a year	million UAH	Data from executive authorities
KII-05102	Foreign trade turnover of goods total for the year	thousand USD	Data from executive authorities
KII-05103	PIT revenues per capita	thousand USD	Data from executive authorities
KII-05104	The number of small businesses per 10,000 population	units	Data from executive authorities
KII-05105	Expenditures of the local budget for supporting entrepreneurship	thousand UAH	Data from executive authorities
KII-05106	The number of pilot projects implemented in the community by the city council and legal entities, including the implementation of environmental solutions	units	Data from executive authorities
KII-05107	The number of newly established representatives of entrepreneurial activity in the community by gender of founders	units	Data from executive authorities

Operational goal 5.2. Launch a cluster model for the development of specific sectors in the Lutsk community, leveraging the potential of research and educational institutions**KII-052 Development of the economic cluster of Lutsk city territorial community**

KII-05201	The number of representatives of entrepreneurial activity covered by economic clusters in the community	units	Data from executive authorities
KII-05202	The number of active economic clusters in the community	units	Data from executive authorities
KII-05203	The number of study programs in community educational institutions launched by economic clusters (IT, tourism, others)	units	Data from executive authorities
KII-05204	The ratio of promising and basic sectors of the economy (the share of tax revenues)	%	Data from executive authorities
KII-05205	The number of representatives of entrepreneurial activity by types of economic activity	units	State Fiscal Service
KII-05206	The number of legal entities (entrepreneurs and non-governmental organizations) that are part of the local tourism cluster	units	Data from executive authorities

Operational goal 5.3. International cooperation for the development of interaction within the framework of cross-border cooperation and the integration of Ukraine with the EU**KII-053 The level of investment attraction in Lutsk city territorial community**

KII-05301	The amount of foreign grant investments attracted for the implementation of community development projects, including the cooperation between Lutsk City Council and NGOs, sister communities	thousand EUR	Data from executive authorities
KII-05302	The number of promotional events held within the cross-border cooperation	units	Data from executive authorities
KII-05303	The number of projects implemented within the international cooperation of Lutsk community, by size and budget (including partnership with NGOs)	units	Data from executive authorities
KII-05304	The number of agreements with organizations of the European space	units	Data from executive authorities
KII-05305	The number of sister communities / partners of Lutsk community	units	Data from executive authorities

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ANNEX. LIST OF TASKS AND MEASURES TO FULFILL OPERATIONAL AND STRATEGIC GOALS OF THE LUTSK COMMUNITY'S DEVELOPMENT

Task	List of measures	Responsible
STRATEGIC GOAL №1. LUTSK YOUTH COMMUNITY		
Operational goal 1.1. Development and expansion of economic involvement of the university cluster		
Modernising educational programmes in higher and professional education institutions	Facilitating the introduction of new in-demand specialties (audiovisual arts, cultural management, agricultural specialties)	Higher education institutions of the city Department of Economic Policy Employment Service
	Improving the quality of training in the field of culture and creative industries (choreography, music, fine art, decorative art, design, cultural studies)	Higher education institutions of the city Department of Culture
	Improving dual education and involving business in curriculum development	Educational institutions of the city SEA of the community
	Holding modern scientific conferences and professional events together with the business community and international partners of the community	Higher education institutions of the city SEA of the community Department of Economic Policy International Cooperation and Project Activities Department
	Creating a platform for popular science formats (TEDX, with local businesses, celebrities, etc.)	Higher education institutions of the city SEA of the community Department of Economic Policy
	Establishment of academic mobility of students and teachers of the community with educational institutions of partner communities of Lutsk	Higher education institutions of the city Department of Economic Policy International Cooperation and Project Activities Department
	Creation of innovative laboratories and programs to stimulate new developments aimed at preserving the ecosystem and improving the comfort and safety of community residents	Higher education institutions of the city SEA of the community Department of Ecology

Expanding the network of youth centres and spaces, and improve student's infrastructure	Creating a creative cultural and artistic youth space with an exhibition hall and creative workshops within the city	Department of Youth and Sports Department of Culture Department of Economic Policy International Cooperation and Project Activities Department
	Creation of a modern sports laboratory	Department of Youth and Sports
	Gradual formation of a youth entrepreneurial ecosystem, including: – creation and operation of shared youth spaces, hubs and youth entrepreneurship offices within the community, opening of business incubators and accelerators; – formation of unions and/or associations of trainers/teachers of non-formal and formal education in the field of youth entrepreneurship; — construction of a modern student campus.	Department of Youth and Sports Department of Economic Policy Higher education institutions of the city Department of capital construction
Operational goal 1.2. Construction of modern energy-efficient residential complexes, improvement of housing availability and quality of housing provision		
Developing a complex plan for the community's spatial development taking into account an energy-efficient approach	Long-term planning for the construction of residential complexes and infrastructure within the community, taking into account energy efficiency measures	Department of Urban Planning, Land Resources and Advertising
	Development and implementation of a comprehensive plan for community spatial development	Condominium, BSG, HCE, Department of Housing
	Comprehensive energy modernization of the secondary housing market through affordable financing mechanisms for energy efficiency projects	Department of Housing and Communal Services, Department of Economic Policy
	Promoting the implementation of energy efficiency measures in private residential buildings and the replacement of natural gas with alternative fuels	Department of Housing and Communal Services, Department of Economic Policy
	Promoting the implementation of renewable energy sources in private households	Condominium, BSG, HCE Department of Housing and Communal Services
	Modernization of interior lighting sources and household electrical equipment in apartment buildings	Department of Economic Policy Condominium NGOs of the relevant direction International institutions
	Promoting energy efficiency through informational and educational campaigns	Department of Urban Planning, Land Resources and Advertising Department of Housing

Increasing the number of low-cost housing programmes for young families and gifted youth	Establishment of social quotas for the approval of multi-apartment development	Department of Urban Planning, Land Resources and Advertising Department of Housing and Communal Services
	Development of the hospitality industry in a competitive environment, development of the hotel sector and other temporary accommodation facilities (hostels), etc.	Department of Tourism and Promotion of the City SEA of the community Department of Economic Policy
	Promoting an increase in the number of social housing for representatives of creative industries and talented youth	Department of Youth and Sports Department of Urban Planning, Land Resources and Advertising
Operational goal 1.3. Digitalization of municipal services		
Implementation of the Smart City technology to improve interaction between business, government and citizens, increasing the transparency of public institutions	Creation of automated decision-making and analytics systems, implementation of innovative Smart City technologies	ASC Department of information and communication technologies Department of Economic Policy
	Implementation of intelligent systems for metering resource costs, remote control of heat, water and gas supply	Department of Housing and Communal Services Department of Economic Policy
	Automation of road infrastructure (expansion of the network of «smart stops», traffic lights, video surveillance and video recording of traffic)	Department of Housing and Communal Services Department of Municipal Guard CE «Lutsksvitlo»
	Automation and synchronization of the service provision of a network of parking lots and parking spaces in the community	Department of Economic Policy CE «AutoParkService» Department of Municipal Guard
	Modernization of the energy monitoring system in all communal institutions of the community	Department of Economic Policy

<p>Improvement of municipal infrastructure's operation based on open data</p>	<p>Modernization, facilitating access to open data, increasing the service capabilities of the official website of the community</p>	<p>Department of information and communication technologies</p>
	<p>Implementation of a unified electronic document management system in the education system</p>	<p>Department of Education</p>
	<p>Development of a 3D map of the (old) city and digitization of the community's cultural heritage objects</p>	<p>Department of guard of cultural legacy Department of Tourism and Promotion of the City</p>
	<p>Modernization and increase of functionality of the of the community information chatbot</p>	<p>Department of information and communication technologies of ASC</p>
	<p>Creating an effective system of informing about sports and youth activities</p>	<p>Department of Youth and Sports</p>
	<p>Modernization of the tourist services promotion system, which will include information about tourist sites and routes, recreational resources, hotel and restaurant enterprises, local events (culture, sports, youth policy, etc.), and creation of a recreational and tourist calendar of Lutsk community with a wide range of services for users</p>	<p>Department of Tourism and Promotion of the City, CE «Tourism Development Centre», Department of Culture, SEA of the relevant direction</p>

Ensuring openness of land areas' and municipal property's register	Inventory, formation and filling of the register of land plots and communal property	Department of Urban Planning, Land Resources and Advertising Department of property management of municipal communal property
	Modernization and automation of the system for administering taxes paid to the community budget	Department of Finance and Budget and Audit Fiscal Service
Creating a multi-functional offline and online hub for the development of urban initiatives and creative potential of residents	Clustering and promoting the expansion of local creative industries	Department of Culture Department of Economic Policy Department of Tourism and Promotion of the City
	Creating a platform for communication and networking of initiatives and organizations working in the field of creative industries and urbanism, as well as local authorities	Department of Culture Department of Economic Policy
	Development and implementation of local programs aimed at to support creative initiatives of young people	Department of Youth and Sports Non-governmental organizations of youth direction
Operational goal 1.4. Creation of spaces in the community for quality leisure for community's residents		
Modernising existing and create new parks and squares in all settlements and neighbourhoods, and improving public spaces	Improvement of parks and recreation areas with adaptation to the needs of people with limited mobility	Department of Housing and Communal Services, CE «Parks and squares of Lutsk»
	Reconstruction of the Central Market, which is based on the creation of a single tourist and recreational space, including the Old Town, Lutsk Castle, fairgrounds, central park and the Styr River embankment	Department of Urban Planning, Land Resources and Advertising
	Development of a network of creative inclusive playgrounds in the community	Department of Social Services for Family, Children and Youth, Department of Education
	Resumption of work of the children's railway and the Botanical Garden	Department of Economic Policy
	Transition to gradual pedestrianization of the center and the Old Town	Department of Urban Planning, Land Resources and Advertising Department of Housing and Communal Services

Promoting formation of socially responsible businesses to operate in neighbourhoods and settlements of the community	Conducting periodic sociological researches to determine the level of comfort of community residents and identify their needs	Department of Economic Policy
	Creating a platform for dialogue and exchange of experience between exemplary socially responsible community enterprises	
	Implementation of a program to support entrepreneurship and stimulation the development of socially responsible business	
	Modernization of local cultural institutions, development of management and marketing in the field of culture and creative industry	Department of Culture
	Increasing the number of preschool education institutions, improving the material base, staff and quality of services	Department of Education
Increasing the level of safety and comfort of community's residents	Ensuring barrier-free public spaces for people with limited mobility and visual and hearing impairments in the community	Department of Social and Veteran Policy DHCS Department of Urban Planning, Land Resources and Advertising
	Modernization of a shelter for stray animals	Department of Ecology CE «Laska»
	Arrangement of an air raid alert system in rural settlements of the community	Department of Emergency and Civil Protection of the Population
	Developing a system of prevention, rapid response and protection of victims of domestic violence and bullying	Department of Social Services for Family, Children and Youth
	Creating an effective security system for educational institutions	Department of Education
	Development and implementation of a system of continuous monitoring of the urban transport system, which will ensure rapid decision-making about transport	Department of Transportation
	Creating rehabilitation centers for the for the full development of children and people with disabilities (children are at risk of disability)	Department of Social Services for Family, Children and Youth
	Building an effective and dynamic system of protection of critical infrastructure	SSES
	Developing and implementing educational programs aimed at providing psychological support and overcoming psychological trauma in children affected by war	Department of Social Services for Family, Children and Youth

Operational goal 1.5. Community's openness to support and develop local small and medium-sized businesses, as well as their own enterprises, which are started by youth and IDPs

Creating a favourable environment for the development of entrepreneurship, industry, agricultural production and farming Create a favorable	Open a business support office	Department of Economic Policy
	Implementation of an automated system of economic analytics and municipal statistics	
	Establishing a tradition of holding seasonal agricultural fairs	
	Mentoring and networking for entrepreneurship, development of economic clusters (hospitality, auto repair, beekeeping, agribusiness and social enterprises, etc.)	
	Development and implementation of systemic measures aimed at supporting local producers of Lutsk community and local crafts	
	Promoting the creation and development of family farming	
Creating conditions for the formation of a community's labour market	Creation and administration of short career guidance studies by the local government aimed at rapid response to changes in supply and demand in the local and national labor market	Department of Economic Policy
	Assistance in the fulfillment of the powers of the IDP Council at the Lutsk City Council	Department of Social and Veteran Policy
Attracting new investors, creating an agency to support and assist investors and prioritising support for local investors' projects	Development of strategic local industries and their integration into national and international industrial markets with the active participation of business, local and state authorities	City industrial enterprises Department of Economic Policy Volyn Chamber of Commerce and Industry
	Promoting the investment attractiveness of the community and attracting investors	Department of Economic Policy
	Establishment of a municipal institution «Investor Support Agency»	
	Establishing effective economic partnerships, including with well-known global brands	SEA of the city Department of Economic Policy

STRATEGIC GOAL №2. A NEW COMMUNITY WITH A HISTORIC CENTER

Operational goal 2.1. Increase the level of civic activity among residents of Starostynski districts and the city of Lutsk

Support the establishment and operation of associations of co-owners of apartment buildings and bodies of community self-organization	Development and implementation of a system of informing and educating the population about the legal principles, methods of management and activities of Condominium/BSG	Condominium/BSG Department of Housing and Communal Services
	Development and implementation of motivational programs for Condominium/BSG	
	Involvement of Condominium/BSG in the implementation of measures aimed at improving the community (landscaping, cleaning, accessibility, safety, etc.)	
	Modernization of the material base and principles of operation of the centralized library system of the community with a focus on creating networking spaces (coworking, youth spaces)	Department of Culture
	Create an online platform for managing green areas and attract Condominium/BSG, environmental activists and volunteers for its filling and use	Department of Housing and Communal Services Department of Ecology NGOs of the relevant direction
Create conditions for popularization and support of the volunteer movement	Implementation of a program to promote volunteerism in the Lutsk community	Department of Youth and Sports
	Creation of a multilingual online platform «Volunteering in Lutsk»	
	Promoting the participation of residents in volunteer activities and community awareness through the implementation of an information and education campaign	NGOs of the relevant direction Department of Youth and Sports
	Ensuring systematic involvement of organizations and institutions that engage volunteers in solving local issues, as well as strengthening communication with the city council, and inclusion in international volunteer networks	NGOs of the relevant direction Department of Youth and Sports Department of Economic Policy

Promote tools for public participation and other mechanisms to engage residents in community development	Systematic support for the activities of non-governmental organizations through the implementation of relevant targeted programs	Department of Youth and Sports Department of Social Services for Family, Children and Youth Department of Social and Veteran Policy
	Informing community residents about the use of public participation tools	Department of Economic Policy
	Improve the efficiency of consultative and advisory bodies among business representatives and public representatives at the city council	
	Supporting and motivating the work of the Youth Council at the Lutsk City Council, popularizing its activities, encouraging young people to become members of the Youth Council	Department of Youth and Sports
	Creating and supporting self-governing youth spaces in the community	
	Ensure the possibility of participating in public events of the city council, receiving services provided by the Lutsk city council or its structural bodies for people with limited mobility	Department of Social and Veteran Policy
	Implementation of school participatory budgeting	Department of Education Department of Economic Policy
Operational goal 2.2. Complex organization and development of communal infrastructure of the community		
Optimise the work of communal enterprises and restructure them into service organizations	Synchronization of municipal infrastructure with the infrastructure of Starostynski districts	Department of Housing and Communal Services Communal enterprises
	Establishing logistics and transportation infrastructure for rural areas of the community	Department of Transportation Starostas of Starostynski districts
	Modernization and expansion of the centralized water supply network, repair of pumping stations and sewage networks	CE «Lutskvodokanal»
	Modernization of heating networks	SCE «Lutskteplo»
	Availability of data on financial and economic activities of CEs, development of competition on the communal services market	Department of Economic Policy Communal enterprises, SEA of the community
	Ensuring the transparency of tariff setting in accordance with the applicable law	Department of Economic Policy
	Introduction of online analytics and visualization services for key parameters of CEs and the system of community life	Communal enterprises
	Provision of modern specialized equipment for CEs	
	Establishing communication with consumers of utility services by CEs (verifications, applications for the services of CEs)	

Support the infra-structural development of a network of medical institutions	Implementation of a network of mobile medical teams	Department of Health
	Improving the material and technical base of hospitals and outpatient clinics of family medicine	
	Creation of places for day hospital at outpatient clinics of family medicine in Starostynski districts	
	Provision of medicines and the ability to collect materials for laboratory diagnostic tests in outpatient clinics in Starostynski districts	Department of Health
	Increasing access to specialized medical care and preventive medicine by creating mobile diagnostic rooms (gynecological cabinet, mobile center of USD, screening laboratory, etc.)	
Ensure the modernisation of cultural institutions and improve access to cultural services and art education	Upgrade of the technical equipment, scenic suits and musical instruments in cultural and art education institutions	Department of Culture
	Increasing accessibility to cultural institutions for different age groups and people with disabilities	
	Providing of cultural institutions with modern security and fire safety systems	
	Expanding the sources of information and communication platforms about cultural initiatives and opportunities in the community	
	Transformation of cultural institutions into modern centers of culture and centers of public activity	
	Creation of a modern creative space for the creative development of children and adults on the basis of the Lutsk Art School	
Creating additional educational services in art schools (evening schools, weekend schools, etc.)		

Operational goal 2.3. Ensure access to and provision of modern services in the humanitarian sphere, regardless of place of residence

Implement innovative technologies for organizing the educational process in the system of preschool, complete general secondary and extracurricular education education in the community. Promote the level of patriotism and civic consciousness among community residents	Improving the competence of educational institutions' teams in project and grant management, digital literacy	Department of Education
	Maximum digitalization of the community's educational space and its synchronization with the national one	
	Conducting a gender audit, increasing the diversity, quality and accessibility of modern out-of-school educational services (IT, lego, VR (virtual reality), design studios, media schools, classes of aviation robotics, ect.)	
	Modernization of school self-government, diversification of mechanisms of cooperation with parents of students	
	Development of a communication strategy for educational institutions of the community	Department of Education Department of Housing and Communal Services
	Ensuring high material and technical equipment of educational institutions with a focus on the development of STEAM education	Department of Economic Policy LNTU
	Installation of bicycle parking and building of cycle tracks to all educational institutions in the community	Department of Education Department of Housing and Communal Services
	Assistance in creating Museum of Science at Vynnychenka Street, 8	Department of Economic Policy LNTU
	Introduction of a course on knowledge about Lutsk into the school program	Department of Education Department of Tourism and Promotion of the City
	Complete decolonization and decommunization of local place names, historical and cultural heritage of local importance	Department of guard of cultural legacy
	Creating a modern educational hub on the basis of the Teacher's House	Department of Education
	Providing all educational institutions with accessible shelters for people with limited mobility	
	Development and implementation of anti-discrimination and anti-bullying programs in all educational institutions of the community	
	Implementation of a systematic approach to military and patriotic training of students (military training, Spartakiad, field-training exercises, camps, first aid, etc.)	Department of Education Department of Youth and Sports
Promoting volunteering among students		

<p>Develop a high-quality infrastructure for physical culture and sports among residents of different age groups, social categories and territories</p>	<p>Creation and improvement of sports infrastructure with open access for various sports in the city's neighborhoods and Starostynski districts (full-fledged football field with artificial turf, municipal (or public-private) tennis courts, halls for playing sports (basketball, volleyball, futsal, etc.)</p>	<p>Department of Youth and Sports</p>
	<p>Installation of equipment for general physical training (crossbar, bars, handles, outdoor sports fitness equipment), including for people with disabilities</p>	
	<p>Creating clubs for educational and sports activities, parks for third age people (people of retirement age), people with disabilities</p>	<p>Department of Youth and Sports Department of Social and Veteran Policy University of the Third Age Territorial center of social services in Lutsk (provision of social services)</p>
	<p>Creating an online map of health spaces in the city and in Starostynski districts (sports grounds, centers for sports leisure and general physical development of the body)</p>	
	<p>Construction of a multifunctional sports arena and modular sports halls</p>	<p>Department of Youth and Sports</p>
	<p>Creation of a specialized medical and sports center and a scientific and sports laboratory</p>	<p>Department of Youth and Sports Department of Health</p>
	<p>Systematic mass amateur competitions among different groups of residents (marathons, relays, etc.)</p>	
	<p>Conducting a gender analysis of users of sports institutions and increasing the availability and diversity of sports clubs</p>	<p>Department of Youth and Sports</p>
	<p>improvement of professional skill of sports management for staff through exchange and internship programs (administration of clubs, communications and marketing, grant writing, event management, safety and health, communications, coaching)</p>	
	<p>Expand sports opportunities for people with disabilities, in particular through removing barriers, adapting sports institutions to the needs of children and adults with disabilities</p>	<p>Department of Youth and Sports Department of Social and Veteran Policy Sports institutions of private ownership</p>
	<p>Expand cooperation between sports clubs and educational institutions, create school sports teams, organize school leagues, and improve the efficiency of using the sports infrastructure of educational institutions</p>	<p>Department of Youth and Sports Department of Education</p>
	<p>Development of top-level sports</p>	<p>Department of Youth and Sports Sporting Federations</p>

Create a cluster of modern medicine and rehabilitation on the basis of medical institution of the community. Veteran reintegration	Development of a comprehensive and systematic work and implementation plan for rehabilitation and reintegration for soldiers	Department of Social and Veteran Policy NGOs of the relevant direction
	Supporting the active work of veterans' spaces (both municipal and veterans' and volunteers' initiatives)	
	Creating a single offline and online window for veterans (legal aid, social support, employment, counseling, execution of various benefits, etc.)	Department of Social and Veteran Policy ASC
	Implementing measures to reintegrate veterans and support their families	
	Supporting the business environment in employing veterans	Department of Social and Veteran Policy Employment Service
	Establishment of a rehabilitation center for veterans and soldiers	Department of Social and Veteran Policy Department of Health
	Establishment of international cooperation in the field of telemedicine with leading medical institutions of the world	Department of Health
	Construction of hospice-type palliative centers for people in need of permanent and long-term treatment	
Operational goal 2.4. Transparent and understandable integrated spatial planning of the community		
Ensure flexibility and competitiveness of approaches to community management in the context of openness, innovation development, and continuous transformation	Filling the community with a holistic vision and concept of development (installations, symbols, art streets and areas)	Department of Urban Planning, Land Resources and Advertising Department of Culture Department of Tourism and Promotion of the City
	Creating a system for monitoring and responding to feedback from utility users	Department of information communication technologies
	Conducting systematic, regular and mandatory trainings/improvement of professional skills/participation in international important thematic events for local government officials in the issue of mediation, preventing and responding to crises cases and cases of gender-based discrimination, bullying, participation and ethics of communication with vulnerable groups	Department of Social Services for Family, Children and Youth International Cooperation and Project Activities Department
	Introduction of an internship program in Lutsk City Council for young people	Department of personnel work and awards
	Creation of an extensive system of QR codes that will facilitate access to a common electronic resource of the community for cultural and tourist purposes	Department of Tourism and Promotion of the City
	Implementation of the concept of inclusive community space	Department of Education Department of Social Services for Family, Children and Youth
	Involvement of community residents in planning the development of the Lutsk community through participation tools: surveys, forums, consultations, public hearings, etc.	Executive bodies of the city council
	Creating an up-to-date page with information on spatial planning of the community and coverage of related events	Department of Urban Planning, Land Resources and Advertising

Develop and digitalize city planning documentation of the territorial community	Development of a Comprehensive Plan for the Spatial Development of the Community	Department of Urban Planning, Land Resources and Advertising
	Ensuring the participation of professional local and international urban associations in community spatial planning, reconstruction of spaces through consultations, joint working groups, and the city planning council	
	Improvement of the Open Data Geoportal of Lutsk community, expanding the list of open data	Department of information communication technologies
Turn unused production facilities in industrial zones into investment projects	Identification of locations for the creation of innovation and industrial parks, warehouse and sorting hubs	Department of Economic Policy
	Transparency of information on land plots and city planning documentation	Department of Urban Planning, Land Resources and Advertising
STRATEGIC GOAL №3. A MODERN ECOPOLIS		
Operational goal 3.1. Improvement and implementation of the transportation scheme of the community		
Implement a new public transportation scheme with a priority on the development of electric transport	Development and implementation of a Sustainable Mobility Plan for Lutsk community	Department of Economic Policy
	Developing/improving a comprehensive scheme of public transport , conducting research on optimizing existing transport interchanges and routes to provide easier movement around the community	Department of Housing and Communal Services
	Improvement and renewal of transport and pedestrian infrastructure, taking into account modern urban planning and urban trends, safety audit of streets and analysis of transport accidents	Department of Transportation Department of the National Police
	Improving the CityCard application and marking public transport suitable for people with limited mobility in the application	Department of Economic Policy Department of Transportation
	Purchase of low-floor rolling stock for public transport service, and appropriate arrangement of stops	
	Transition to the development of environmentally friendly private transport and fleet of public transport, and increase the number of charging stations for electric vehicles	
	Conducting educational work on the use of bicycles, compliance with traffic rules in schools, driver's education courses, etc.	Department of Education Department of Youth and Sports Department of the National Police

Develop a network of bicycle infrastructure and pedestrian zones	Development of a scheme of bicycle routes on the territory of Lutsk community and its implementation by 2030 within the city of Lutsk and between the community's settlements, recreational areas, etc.	Department of Housing and Communal Services
	Promoting the emergence of bicycle and e-scooters rental service (sharing) throughout the community	Department of Economic Policy
	Bring the road infrastructure in line with the needs of cyclists (road signs, crossings, parking lots, other markings)	Department of Housing and Communal Services Department of the National Police
	Create a bicycle map of the city and community with the involvement of experts in the field of physical culture and sports	Department of Housing and Communal Services
	Gradual transition to pedestrianization of the Old Town (square in front of the castle) and other streets of Lutsk, villages in Starostynski districts	
Create a network of municipal parking zones	Creation of transport platforms for transfers (terminals) at the entrances to the city of Lutsk with a convenient P&R (park and ride) system	
	Increase the number of equipped parking spaces in the community, especially in the central part of Lutsk	CE «AutoParkService»
	Improve the organization of parking and online payment for parking	CE «AutoParkService» Department of Municipal Guard
	Arrangement of public piers on the Styr River	Department of Housing and Communal Services

Operational goal 3.2. Ensure separate waste collection and environmentally friendly waste management		
Modernize the solid waste management system	Renewal of special equipment for waste removal and management	LSCTE «Lutskspetskomuntrans»
	Landfill leachate treatment using a modular reverse osmosis treatment system	
	Establishment of new waste management centers	
	Development of a project and modernization of the landfill, including degassing for electricity generation	
Create an infrastructure for separate waste collection in the community	Providing a sufficient number of separate garbage cans and bins in public places, communal institutions and places of public recreation	LSCTE «Lutskspetskomuntrans» Department of Housing and Communal Services
	Improvement of places of collection of SDW in the settlements of the community	
	Including elements of environmental education in the programs of preschools and community schools	LSCTE «Lutskspetskomuntrans»
	Developing and supporting separate targeted education campaigns of waste sorting for residents of all ages and social groups	LSCTE «Lutskspetskomuntrans» NGOs of the relevant direction Department of Ecology Department of Education
	Creating a landfill for composting organic waste in the community	LSCTE «Lutskspetskomuntrans»
	Support for social enterprises in waste recycling	Department of Economic Policy
Start the construction of a waste recycling plant for the integrated processing of household waste in the community	Launch of a sorting line at a local landfill	LSCTE «Lutskspetskomuntrans»
	Attracting an investor for construction on a competitive basis and maintenance of the waste processing plant	
	Development of a feasibility study for the construction of a waste processing plant for Lutsk community	

Operational goal 3.3. Implementation of energy-saving technologies in the communal infrastructure and transitioning to the use of energy from renewable sources		
Establish an effective energy management system	Motivating residents to complete thermal modernization of their homes, promoting the participation of condominiums, enterprises and organizations in national and international energy saving programs. Organization of training programs to attract resources for energy efficient innovations	Department of Economic Policy International institutions
	Reduction of energy consumption (reducing CO2 emissions; increasing the share of alternative energy sources)	Department of Economic Policy
	Attracting investments to implement energy efficiency measures and programs	
Complete a comprehensive thermal modernization of communal buildings	Conducting energy audits in communal institutions	Department of Economic Policy Communal institutions
	Modernization of engineering systems and heating systems of communal institutions	Communal institutions
	Provision of modern ventilation systems in communal institutions	
Ensure energy-efficient lighting and the use of alternative and renewable energy sources	Replacement of old and inefficient street lighting equipment with modern and energy-efficient equipment	CE «Lutskvitlo» Department of Housing and Communal Services
	Implementation and use of alternative and renewable energy sources for lighting communal institutions	Communal institutions
Operational goal 3.4. Reducing pollution of air, water, and other natural resources in the community		
Organize recreational and green areas and develop the city's greening system	Inventory and biometric assessment of street trees in the community and transition to modern international rules for the use of green spaces	Department of Ecology Department of information and communication technologies
	Landscaping of urban areas (forests, parks, gardens, roofs and walls, urban hedges, parking lots) using elements of modern landscape design	Department of Ecology CE «Parks and squares of Lutsk» Department of Housing and Communal Services
	Approval of the boundaries of all parks, squares and forests within the community	CE «Parks and squares of Lutsk»
	Prevention of deforestation within the community, and development of national parks and reserves	
	Construction of a crematorium and columbarium in the community	Department of Economic Policy
Increase eco-consciousness among local residents and visitors to the community	Conducting regular cultural and educational events and information campaigns to reduce environmental pollution	Department of Ecology
	Public involvement in the development of environmental initiatives and projects, implementation of environmental public budget	Department of Ecology NGOs of the relevant direction
	Popularization of local sustainability initiatives and local producers of eco-friendly goods	Department of Ecology Department of Economic Policy

Use water resources efficiently and ecologically	Modernization of the Dubnivska water treatment plant using modern technologies	CE «Lutskvodokanal»
	Reconstruction of the SPS in village of Knyahynynok and settlement of Rokyni	
	Reconstruction and modernization of the city SPSs in village of Lyplyany with the completion of a bio-energy sludge processing unit, decommissioning of filtration fields	
	Reconstruction and modernization of emergency sewage collectors in the community	
	Ensure control over discharges of waste water in private buildings, development of a program of sewerage in private sector in the community or other financial mechanism for sewerage	LSCTE «Lutskspetskomuntrans»
	Approval of the program of cleaning and development of water sources on the territory of the community	Department of Ecology
	Improvement of the Styr River embankment in the community	Department of Housing and Communal Services
	Improvement of local water sources	Department of Tourism and Promotion of the City
	Development of water tourism and recreation on local bodies of water	Department of Youth and Sports Department of Tourism and Promotion of the City
	Creation of water tourism clubs in CYSS	
	Implementation of an annual festival of water tourism in the community	
	Create a city beach and areas of active recreation for young people, adults and families with children	Department of Housing and Communal Services
	Provision of dog walking areas and infrastructure to support dog walking in the community	
	Development of projects for improving the hydrological regime and comprehensive improvement of the floodplains of the Styr and Sapalaivka rivers, as well as the Chornohuzka and Serna rivers	Department of Ecology Department of Housing and Communal Services
Promote the restoration of river navigation on the Styr River	Department of Ecology Department of Tourism and Promotion of the City Department of Housing and Communal Services	
Reduce the risks of air pollution and climate change	Formation of a smart network for ecological monitoring of air quality throughout the community	Department of Ecology
	Support and cooperation in the implementation of innovative environmental projects by local producers, including the use of environmental filters by industrial enterprises	Department of Ecology Industrial enterprises
	Gradual transition to the operation of ecological public transport and creation of conditions for the use of ecological transport and alternative modes of mobility by residents	Department of Economic Policy
	Create infrastructure for the collection and recycling of green waste (leaves, pruned trees, etc.)	Department of Ecology Department of Housing and Communal Services

STRATEGIC GOAL №4. A REGIONAL LEADER**Operational goal 4.1. Development of transport links between Lutsk community, the EU and other communities**

Improve the high-way connection	Construction of ring roads, for example, connecting the Kovel and Lviv directions	Volyn Regional State Administration Lutsk city council
	Construction of great ring roads - the Northern road (Palche, Vesnyanka, Sokyrychi, Rozhyshche), the Southern road (Zviriv, Ostrozhets, Lavriv), and connecting these roads to the west of Lutsk (Charukiv, Torchyn, Rozhyshche)	
	Improving the traffic scheme in accordance with European standards (for example, road signs, road markings, installation of surveillance cameras and a system for reviewing fines, etc.)	Department of Housing and Communal Services Department of Municipal Guard
Promote the development of railways and airways	Resumption of trains Lutsk-Lviv and Lutsk-Ivano-Frankivsk, Lutsk-Kyiv	Lutsk city council Volyn Regional State Administration JSC «Ukrainian railways»
	Launch of the Lutsk - Khelm international train	
	Construction of railway of european standart from the border to Lutsk (via Volodymyr)	
	Creating the proper infrastructure for the efficient use of the airport	Lutsk city council Volyn Regional State Administration JSC «Lutsk Airline»

Operational goal 4.2. Representing the interests and uniting the common needs of territorial communities in the region at the national and international levels		
Deepen cooperation with foreign sister cities, expand the geography of international cooperation and coordinate cooperation at the regional level	Expanding cooperation with territorial communities of the EU within the framework of brotherhood, establishing sustainable communication	Department of Economic Policy International Cooperation and Project Activities Department
	Organization and holding of international fairs and forums (various directions)	Department of Tourism and Promotion of the City International Cooperation and Project Activities Department
	Integration of tourist routes of Lutsk territorial community to the European standards	
	Promotion of Lutsk in sister cities and cities of direct transport links	
Expand international cultural cooperation and increase the intercultural friendliness within the community	Promote international exchange of cultural products of Volyn region	Volyn Regional State Administration Department of Culture International Cooperation and Project Activities Department Department of Tourism and Promotion of the City
	Promotion of Volyn region traditional culture abroad	
	Interaction with cultural centers of Europe and the world (internships, residencies, plein airs, festivals, etc.)	
	Implementation of intercultural policy	Department of Culture
	Involvement of national minorities in the public life of Lutsk community	
	Promotion of cultural objects of dual citizenship in other countries (Lithuania, Poland)	Department of Culture International Cooperation and Project Activities Department Department of Tourism and Promotion of the City
	Promoting the participation of local creative centers in international art competitions, festivals, etc. through travel grants	

Operational goal 4.3. Development of Lutsk community as a tourist and historical center of the region, which constantly invites and attracts tourists and event participants		
Support the cultural environment and develop its creative potential in the community, form brand of the community as a center of business, event, and medical tourism	Creating a public register and a map of the community's cultural capital	Department of Culture Department of Tourism and Promotion of the City
	Development of self-governing creative public spaces in Lutsk and in the community's settlements on the basis of existing cultural institutions	
	Increasing the level of competencies of cultural managers in the community	
	Supporting creative cultural initiatives of community residents	
	Organizing art residencies, exhibitions, and other events	
	Historical reconstruction of the buildings and territories of Lutsk Castle, digitalization of the castle service	Department of Tourism and Promotion of the City Volyn Regional State Administration
	Implementation of digital technologies in culture and creative industries	Department of Culture
	Promotion of Lutsk eclecticism, the phenomenon of Lesya Ukrainka, Mykola Holovan and famous personalities from the history and present of Lutsk community	Department of Tourism and Promotion of the City Department of Culture
	Inclusion of Lutsk in the International Congress and Convention Association (ICCA)	Department of Tourism and Promotion of the City
Preparations for the celebration of the 600th anniversary of the Congress of Lutsk in 1429	Department of Tourism and Promotion of the City Department of Culture	
Develop the tourist and recreational potential of the central part of Lutsk, tourist attractions of the community	Providing conditions and supporting the development of business and creative industries in the Old Town area. Creating a «green-blue» natural ring around the central part of the city as a unified system of public spaces	Department of Economic Policy Department of Culture Department of Tourism and Promotion of the City Department of Urban Planning, Land Resources and Advertising

Create new and improve existing tourist products and tourist infrastructure	Unification of labeling and branding procedures in the community	Department of Tourism and Promotion of the City
	Creation of a unified electronic resource of tourism and recreational potential of the community	
	Development of new tourist attractions and routes with a focus on new segments	
	Revival of the pottery center in Kulchyn	Department of Tourism and Promotion of the City Department of Culture
	Improvement of tourist and historical sites through audio support of tours	Department of Tourism and Promotion of the City
	Support for the creation of a network of ecological estates of green tourism in Lutsk community	
	Creating favorable conditions for the gastronomic business in the Old Town	Department of Tourism and Promotion of the City Department of Economic Policy
	Determine a location for the construction of an outdoor pool with a water park and attract an investor for construction	Department of Economic Policy Department of Urban Planning, Land Resources and Advertising
	Development of systematic event tourism (festivals, forums, scientific conferences, competitions, etc.)	Department of Culture Department of Tourism and Promotion of the City
	Restoration and renovation of the estate of Gabriela Zapolska in village of Prylutske	
	Creating a residence of traditional culture on the territory of Skansen (gastronomy, creativity, ethnic arts, machine tools)	
	Creating a city of craftsmen	Department of Ecology Department of Tourism and Promotion of the City Department of Housing and Communal Services
	Creation of eco-trails on the basis of local community reserves (Serna and Chornohuzka rivers)	

STRATEGIC GOAL №5. A COMMUNITY OF MODERNITY AND INNOVATION**Operational goal 5.1. Creation of innovative, industrial eco-parks and platforms for the placement of production facilities in Lutsk community focused on the national and European market**

Prepare locations for the placement of innovative and environmentally friendly industries	Creation of innovative, industrial sites and eco-parks	Department of Economic Policy SEA
	Promoting environmental and sustainable technologies in new production facilities to ensure environmental safety and compliance with standards	
	Establishing partnerships with other industrial parks, business associations and government bodies for the exchange of experience and support	
	Ensuring the development of vocational education in cooperation with industrial parks and innovative industries	Vocational educational institutions Department of Economic Policy SEA
Create infrastructure to support innovative ideas and projects of community residents	Creation of shared spaces for entrepreneurship (business incubators, coworking spaces, business support centers)	Department of Economic Policy SEA
	Creation and support for self-governing youth spaces	Department of Youth and Sports NGOs of the relevant direction
	Development of horizontal collaboration among entrepreneurs and partnerships based on business support centers, as well as the organization of business events	Volyn Regional State Administration Department of Economic Policy SEA
	Interaction with higher education institutions to ensure the scientific and technical potential of innovative industries	Department of Economic Policy Higher education institutions SEA
	Application of financial mechanisms to support micro and small and medium-sized enterprises (SMEs) in the community (grants, voucher support, travel grants, etc.)	Department of Economic Policy SEA
	Conducting systematic presentations of innovative projects, networking of innovators, scientists, start-up founders and venture investors	Department of Economic Policy Higher education institutions SEA

Operational goal 5.2. Launch a cluster model for the development of specific sectors in the Lutsk community, leveraging the potential of research and educational institutions		
Promote the development of the IT sector in the region based on Lutsk community	The activities of Lutsk IT cluster are conducted through: -cooperation with HEIs, GSEI and vocational educational institutions; -creating educational programs for career guidance, switching and professional development; -development of technologies in the military sector based on the IT cluster; -support for IT partnerships and cluster initiatives; -creating of a shared space for business initiatives and creating of an accelerator for new startups and new creative businesses, informal (or formal) modern IT education, and the development of new creative industries;	Department of Economic Policy Department of Education Higher education institutions SEA
	Development of a startup support program	Department of Economic Policy
	Creation of comfortable conditions for the development of the IT business	
Promote the development of a tourist cluster within the community	Cooperation with educational institutions to implement relevant study programs and implement student projects in the hospitality industry	Department of Economic Policy Higher education institutions Department of Tourism and Promotion of the City
	Creation of comfortable conditions for the development of the hospitality industry	Department of Economic Policy Department of Tourism and Promotion of the City
	Conducting systematic research on the tourism attractiveness of the community and the region	
	Establishing partnerships with international organizations that provide tourism services abroad and external promotion of the community	
Operational goal 5.3. International cooperation for the development of interaction within the framework of cross-border cooperation and the integration of Ukraine with the EU		
Increase interaction with local self-government bodies and institutions from EU countries	Organization of training and representative visits of officials abroad, participation in the most important forums and regional business meetings of top community officials	Department of Economic Policy International Cooperation and Project Activities Department
	Implementation of joint projects with partner cities	Executive bodies of the city council Non-governmental organizations
Attract projects and financial resources within the framework of cross-border cooperation	Development of project ideas and proposals for attracting partnerships or grant funds for cross-border cooperation	Executive bodies of the city council Communal enterprises
	Analysis of best practices and European legislation in the field of municipal governance, and gradual implementation and adaptation of European standards to local governance	Department of Economic Policy International Cooperation and Project Activities Department
	Establishing stable cooperation with non-governmental organizations and foundations to develop joint projects for external financing or co-financing	Executive bodies of the city council Non-governmental organizations

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