ANALYTICAL REPORT
including situation and
revitalization needs analysis
and recommendations on
selection of pilot cities
for the further development
and implementation of
revitalization strategies
FOREWORD:
Context and methodology of the analytical report

In August 2010, UNDP launched a two year EU funded Technical Assistance Project in Crimea to build the capacity of the newly created Regional Development Agency set up by the Crimean Government. Since March 2012, the project has entered a second phase, providing support to selected Crimean municipalities and districts to help them design development projects and attract development funding to their territories.

Several municipalities (old cities/towns with an important historical heritage) share a common issue: despite of having the potential to attract visitors, tourists and businesses, they are not sufficiently equipped in terms of infrastructure and services to do so.

This report is based on the expert’s assignment that took place during 22 April – 3 May 2013, and focused on eleven pilot municipalities – Bakhchisaray, Belogorsk, Evpatoriya, Feodosiya, Gurzuf, Kerch, Simeiz, Simferopol, Stariy Krym, Sudak, and Yalta. Its objective is to carry out an in depth analysis of these cities, which will help them understand their current situation and revitalization needs, and to contribute to the selection of up to 5 cities, which could be recommended as pilots for development and implementation of revitalization strategies.

The report is developed by Sorina Racoviceanu, international expert in old cities revitalization, supported by Kostiantyn Ploskyi, local expert.
INTRODUCTION

1. Conceptual issues of old cities revitalization

The process of old cities revitalization faces around the world a series of complex issues related to heritage preservation, and management of urban development. The cultural heritage is both linked to the living culture of the community and to the physical architecture and monuments, as tangible proof of local history and identity. Besides the organization of the living and working environment, these cities have the challenge to protect and preserve the historic sites and monuments, to promote the city image and its cultural values.

This challenge covers a range of complex aspects, as historic sites and monuments have problems related to ownership, economic function, physical decay, provision of infrastructure, landmark value, etc. As a consequence, public or private interventions on these historic structures should consider different perspectives, taking into account the physical/spatial dimension of the built heritage, but also the financial and institutional aspects of urban operations and their socio-economic impact.

The role that the built heritage plays in urban development has a multiple character:

- promotes people values, tradition and history;
- strengthens local economy by providing office spaces for business, and retail space for commercial activities in existing heritage buildings;
- attracts tourists to visit monuments, and to participate in cultural activities held inside or outside these monuments;
- makes the city more attractive for business and residents, due to its history, traditions, and pleasant environment.

In the past 30 years European cities have formulated and implemented complex strategies for urban development, integrating the cultural heritage as an important asset, and as a factor for economic development. Revitalization strategies and development policies and programs have addressed simultaneously the technical aspects of buildings renovation and the socio-economic, environment, and cultural aspects of overall urban development, and more important, have combined the role of multiple actors involved in urban development.

In general, complex revitalization strategies should answer the following questions:

- What are the city potential and the role that its built heritage can play in the local economy?
- What planning instruments should be used to ensure the sustainability of development?
- What is the best institutional model for the management of revitalization operations?
- What are the main available financial resources?
- How could local stakeholders, including private sector representatives, participate and contribute in the revitalization process?

The development strategy of a historic city should identify and manage the evolution of socio-economic conditions in a complex institutional environment. It should approach in a sensitive manner the historic site significance and authenticity, as well as the economic development
potential, people expectations and needs. Such a strategy should become the community 
ownership, and should be based, in general, on two main principles:

Principle 1: Conservation of the historic site character and identity
- The revitalization process should not harm the character of the historic sites and
  monuments, but should ensure its protection and rehabilitation. This principle
  addresses both public and private actors, and real estate owners.

Principle 2: Sustainable, market oriented revitalization
- The revitalization process takes place in an economic environment, based on demand
  and supply, where the historic site is a living, dynamic component, consuming
  resources and producing benefits for the local community.

These principles deal with a set of values attached to the historic site: economic value, cultural
and historic value and representation value, linked to the direct contribution of the site to
economic development (through profit generating activities, employment and location factors
for private businesses), linked to the way the citizens appreciate and relate to the built
heritage, or to the opportunities that local authorities and tourist agencies take to promote
the image of the place.

### 2. Regional context of old cities revitalization

As historic cities are a complex issue, the legal framework for their revitalization covers two
main areas: one direct related to protection/conservation of historic monuments, and a
second one linked to planning, housing, property rights, property development, and public
administration. In addition, the regional policy on economic development, as stated in Crimea
Strategy 2020, has a major influence on local development of old cities.

Crimea Strategy 2020 has five main directions for regional development\(^1\):

1. Reformation of resort – sanatorium and tourist sectors
2. Formation of agricultural sector of XXI century
3. Modernization of branch structure of industry
4. Development of transport potential
5. Creation of an environment favourable for life.

They all have an important impact on cities development, but especially the first direction has
an objective dealing directly with preservation the objects of the cultural heritage, biological
diversity, flora and fauna, natural landscapes.

Crimea has an important historic heritage – 9000 monuments and sites are listed (6000
archeological sites, 600 architectural/urban sites, and other monuments), and 26 communities
are historic settlements. Specific legislation governs the built heritage, numerous international
conventions and chartas concerning the protection of built and archaeological heritage have
been ratified. The Republican Committee on Protection of Historical Heritage has
responsibilities in heritage protection, heritage use and promotion (doing mainly sites
inventory, protection contracts with private owners of historic monuments, restoration
programs) and in control activities.

\(^1\) Crimea Strategy 2020 brochure (Ministry of Economic Development and Trade)
In Crimea there is a rather complete legal frame concerning the planning process and the building permit procedure, and regarding the discipline in the construction process as well. All the stages are defined, from the elaboration of Master plans, and Zoning Regulations, to building permitting and control. The responsibilities and competencies of all institutions involved in planning and/or construction works are regulated by law.

As part of the planning process, municipalities have identified, in their territories, “conservation areas”, (areas including historic monuments and sites that need special protection measures and have therefore a conservation status, and specific regulations). Its boundaries are usually inside the inner part, and are established by the master plans, according to a range of criteria, including the existing historic monuments, landscape values, representative character for local identity and culture. They include different urban functions: administrative, religious, commercial functions, but also an important number of residential units. The number and dimensions of the conservation areas vary from city to city.

The Master plans and Zoning Regulations define the structural criteria, public utilities and services, the developing pattern, land use and future growth, etc. The specific rules for the conservation areas regulate the public and private interventions in buildings and public space in order to preserve its historic character. Problems are encountered when involving the communities in the planning process, and in enforcing rules and regulations.

The Master plan has no financial component directed to public investment. Additional economic development strategies are developed in some municipalities, in order to analyze the existing economic potential, and to identify economic trends, and opportunities. Tourism is one of the most important economic activities, as the peninsula has a large variety of resources (landscape, historic and cultural, curative and mineral resources, etc.). Crimea is presently providing a third of tourist services in Ukraine, and a half of the provided excursion services. The majority of tourists come from CIS countries (especially Russia and Ukraine), but also from other countries (Germany, Turkey, Israel, etc.)\(^2\).

3. Structure of the report

The report has three parts, according to the following table of content.

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**PART II: SWOT MATRIX**

Comparative SWOT analysis for 11 cities

**PART III: FINAL CONCLUSION AND DEVELOPMENT RECOMMENDATIONS**

Comparative conclusions for 11 cities

General and specific conclusions and recommendations

Selection of pilot cities based on competitive advantages
PART I: CITY PROFILES
I.1. BAKHCHYSARAY CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
The city of Bakhchysaray is located in a narrow valley of the Churuk-Su river, which is known as an old local center of civilization (the first artifacts of human presence in the valley date up to the Mesolithic). The three main settlements which existed in the valley before Bakhchisaray was founded — Kirk-Ark fortress (modern Chufut-Kale), Salachik, and Eski-Yurt—are nowadays incorporated into the urban area of the modern Bakhchysaray.

First mentioned 1502, the city was established as the new khan's residence by the Crimean Khan Sahib I Giray in 1532. Since then, it was the capital of the Crimean Khanate, and the center of political and cultural life of the Crimean Tatar people. After several wars with Russia from 1737 Bakhchysaray as a capital of Khanate was burnt down, Crimean Khanate was occupied by the Russian Empire in 1783 and Bakhchysaray was turned into an ordinary town, having lost administrative significance. However, it remained the cultural center of the Crimean Tatars. Crimean Khans palace is a spiritual sanctuary of the ethnical group of the Crimean Tatars, symbol of their pride, unity and national cohesion of all time.

Old Bakhchysaray is sheltered from the winds of the gorge at an altitude of 150-340 m above sea level, the new part of the city and its surroundings are located at an altitude of 500-600 m above sea level. Due to its location, Bakhchysaray has unique soft climatic conditions, with penetrating air masses from the coast, and from the steppes.

1.2. Positioning in the region and accessibility
The city is located in the south-west of Crimea, at 26 km from Simferopol and 45 km from Sebastopol, accessible by road, and railway (in 45 minutes from Simferopol). It is easily accessible by tourists as it is 49 km far from Simferopol airport, 24 km from Belbek airport and 86 km from the Southern coast of Crimea.

1.3. Demography and migration
The population of 26,363 people includes 2328 persons of the age 0-6 years, 3417 of 7-14 years, 8011 pensioners, and 20654 working-age population.
The main ethnic groups are Russians, Crimean-Tatars and Ukrainians, and the migration rates are lower than the average figures in Crimea.

2. Urban Economy

2.1. Economic sectors, and activities
The city economic development is based on agriculture, industry (cement production), trade and services related to tourism activities. A number of around 150 SMEs are active in the city, complemented by individual entrepreneurs, agriculture enterprises, etc.

2.2. Tourism industry, products and infrastructure
Tourism industry includes ethnical tourism, pilgrimage, cultural tourism and eco-tourism. Around 500,000 visitors are registered per year for the Bakhchysaray Historical and Cultural Preserve.

Tourism infrastructure includes 37 hotels and restaurants at rayon level, most of them being located in the city. However, there are insufficient accommodation facilities (only few private hotels for low income tourists) and no facilities for events (conferences, festivals, etc.).

2.3. Labour market and human resource
The city has an active population of around 78% of the total population. Its education profile is not available, but it is assumed to be similar to the rayon level, or having a raised percentage of higher education population. The education profile of the rayon includes the following categories:
- No education – 2,9%
- Not complete secondary education – 35,2%
- Complete secondary education - 33,5%
- Primary higher education (college) 18,7%
- Complete higher education (university) – 9,7%

3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
Located in an attractive natural environment, the city has no major pollution factors. However, waste and air pollution due to tourist traffic becomes a real problem, especially in summer when this pollution level increases two times. Other environment problems include:
- lack of security zones of rivers,
- boundaries of natural reserve fund,
- cutting down relic trees for souvenirs.

3.2. Heritage buildings and conservation areas
The Bakhchysaray rayon has an important potential due to its significant heritage, both natural and built heritage (with 200 registered sites). The city of Bakhchysaray has the highest concentration of historic sites in the district; the Tourist Information Centre has developed 5 routes that are marked.

Significant number of city built heritage belong to the Crimean government, owned by Bakhchysaray Historical and Architectural Reserve (http://bikz.org/)

3.3. Cultural events and activities
A series of cultural events are organized and planned at the rayon level:
- International art festival “Eastern Gates. ArtPole Crimea” (autumn 2012)
- Festival of tea and coffee (autumn 2013)
- International television festival-contest pop song "East Bazaar" (Bakhchysaray District Sustainable Development Strategy until 2017)
- International Crimean-Tatars festival "Bakhchysaray" (Bakhchysaray District Sustainable Development Strategy until 2017)

4. Living conditions

4.1. Public utilities (drinking water and sewage, gas, electricity, waste management)
The city is facing problems related to housing conditions, electricity, lack of infrastructure, poor quality of drinking water due to the aging water systems and environment problems due to waste disposal.

4.2. Public services (Education, public health and social aspects, recreation)
The education infrastructure includes 6 schools and 1 gymnasium, 7 kindergardens, the College of Construction, Architecture and Design, the Professional Construction Lyceum, the Children’s Music School. The city has one hospital.

Recreation facilities include a 20 seats 3D cinema, one Culture house, two libraries, one football stadium, one city park and 3 public squares.
5. Local public administration

5.1. Local capacity for urban revitalization
There are two departments in the rayon state administration: Department of Culture dealing with cultural heritage protection and development and Department of Urban Planning, Architecture and Housing and Communal Services dealing with urban planning.

5.2. Existing planning documents (strategies/plans)
- The city has a socio-economic development strategy for 5-10 year, and the district has a strategy up to 2017 (including the city).
- The economic development action plan of the sustainable development strategy of the rayon and the city was developed in 2009.
- The city strategy will be developed by the city council and an NGO in a project funded by SOROS foundation.
- The Master plan will be launched in May.

5.3. Major implemented projects
- Bakhchisaray Tourist Information Centre (funded by the Czech Government)
- Installation video-cameras on the city streets
- The first competition was organised for the places to sell souvenirs near historical sites and monuments
- QR codes were invented in the city
- Program on bicycles parking near the Khan’s palace
- Program on building a bypass road to the sites of cultural heritage in Bakhchisaray
- Program on popularization of Bakhchisaray City

6. Formulated vision and strategic objectives

6.1. District vision
Bakhchisaray is the tourist capital of Crimea.

6.2. Priority development areas of Bakhchisaray district
1. Improving the standard of living;
2. Ensuring economic development;
3. Increasing the capacity to manage the development of the district;
4. Protecting the environment;
5. Developing tourism;
6. Developing agricultural production

Source:
The Bakhchisaray District Sustainable Development Strategy until 2017

The Bakhchisaray District Sustainable Development Strategy until 2017 is elaborated by District State Administration, Bakhchisaray District Council, UNDP Crimea Integration and Development Program, and USAID LINC (Local Investment and National
6.3. Priority programs and projects
Projects and priorities:
- Tourists routes
- City of artisans (as part of the hotel complex, to attract private investment of 10 mil. $)
- Bicycles (municipal bicycles), bicycles routes (for tourists) and parking for bicycles near restaurants, public buildings
- Increase hotel facilities (quantity and quality)
- Improve public space for event tourism
- Organize audio-guided tours for tourists, and information services
- To include Khan Palace on the UNESCO World Heritage List

7. SWOT analysis

Strengths
- Good accessibility
- Rich history and valuable heritage
- Variety of tourism products (ethnical tourism, pilgrimage, cultural tourism and eco-tourism)
- Important number of visitors/year
- Attractive natural environment
- Active public management – existing planning documents and cooperation of city and district councils
- Experience with project implementation and international support

Opportunities
- To include Khan Palace on the UNESCO World Heritage List
- Develop and implement tourist strategy (tourist routes) at district level

Weaknesses
- Provision of public utilities (low level of water supply, sewage and waste disposal)
- Low quality of roads and tourists routes
- Insufficient tourists’ accommodation facilities (only few private hotels for low income tourists) and no facilities for events (conferences, festivals, etc.).

Threats
- Investors pressure could affect the traditional architecture and the town character
I.2. BELOGORSK CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
The site is low, but the town is surrounded by hills, offering protection from the north wind. It is placed and in the middle of an area rich in cereal land, vineyards and gardens. The caves of Ak-Kaya, at 5 km, give evidence of its early occupation.

The town has a characteristic Crimean Tatar atmosphere. In the Crimean Khanate Karasubazar became the economic center of the peninsula. Numerous trade caravans used to bring goods from around the world. Karasubazar was a road through the Silk Road. There were in the city 28 mosques, 4 dervish monastery, 5 madrassas (religious schools), 8 mektebe (schools), 8 hotels for merchants, 7 artisans hotels, 4 baths, 1,140 shops, 10 stores, 40 buzahane (cafes), 8 wooden bridges and 100 water mills. The town was gradually declining in importance, although it is still a considerable centre for fruit export.

Both Russian and Ukrainian names mean "white mountain", and original Crimean Tatar name Qarasuvbazar means "bazaar on the Karasu river".

1.2. Positioning in the region and accessibility
The city of Belogorsk is located in the south-east of Crimea, on the high road between Simferopol and Kerch, at 45 km from Simferopol.

1.3. Demography and migration
The total population of the town is 18,200 people, and includes Russians 35 %, Crimean-Tatars 35%, and Ukrainians 22%. The age pyramid looks as follows:
- 0-14 years – 15%
- 15-24 years – 15%
- 25-44 years – 29%
- 45-59 years – 23%
- over 60 years – 18%

2. Urban Economy

2.1. Economic sectors, and activities
The main economic activities in the city are: services, industry, restoration of handcrafts (metal/gold, embroidery and pottery), food production, and tourism.
2.2. Tourism industry, products and infrastructure
The tourism industry (products and infrastructure) is not sufficiently developed. There is only one hotel, and 21 restaurants and cafes. The Safari Park (in the neighbourhood) generates 300,000 visitors/year.

2.3. Labor market and human resource
The working-age population includes 11,101 people (61% of the total population). Unemployment is 3.8%.

3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
The environment conditions are good, the main problems being linked to waste disposal and sewage.

3.2. Heritage buildings and conservation areas
There are more than 36 monuments and historical buildings. Part of them need additional research.

3.3. Cultural events and activities
There are number of local and international festivals:
- the town day (in October),
- festival of golden pumpkin, folklore festival,
- Turkological International Conference “World of Bekir Choban-zade”

4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
There are a number of issues on water supplies and sewage, waste

4.2. Public services (Education, public health and social aspects, recreation)
The public services infrastructure includes:
- 3 kindergartens
- 4 schools
- 1 professional-technical college
- 2 clinics
- 1 cinema
- 3 libraries
- 1 house of culture
- 1 city sport stadium, and 7 sports grounds

5. Local public administration

5.1. Local capacity for urban revitalization
At the level of Belogorsk rayon administration, the Department of Regional Development, and Urban
Planning and Architecture deal with cultural heritage preservation (3 employees).

5.2. Existing planning documents (strategies/plans)
The process of city development planning is based on the following documents
- City Development strategy 2020 (in progress with GIZ support)
- Strategy of Economical Development of Belogorsk Rayon and Belogorsk City (approved in 2010)
- Program on Social-Economical Development of the City for 2013
- New master plan under development (the last one approved in 1982)

5.3. Major implemented projects
50 tourist companies visited the city in 2012 at the opening or tourist season. The project was implemented with international donors assistance on development of Crimean-Tatars national embroidery.

6. Formulated vision and strategic objectives

6.1. The draft mission
Belogorsk city is:
- A city rich in ancient history, ancient trading and craft center at the foot of the unique White Rock - Ak-Kaya;
- Picturesque town with unique picturesque landscapes and favourable healing foothill climate;
- Welcoming and cosy place where different ethnic groups and religions peacefully coexist and work for the benefit of people;
- The center of eclectic and unique culture that gave the world the scientists Bekir Choban-zade, Seeds Delyamure and Aaron Sorkin, cultural figures Amet Kalafatova and Christopher Kara-Murza.

6.2. The draft Strategic Vision
Belogorsk in the near future will be:
- An environmental friendly city, the center of the green tourism and recreation;
- The city an interesting and eventful life authentically. The unique cultural and ethnographic platform for events and all-Crimean international level;
- The center of the revival of local ethno-cultural traditions, folk customs and crafts, the festival of
ecological and ethnographic tourism;
- The main transportation hub and a cosy stop in the eastern foothills of the Crimea;
- The perfect place for creative people, a haven for landscape painters and art collectors;
- Town of great pride for the citizens, a comfortable place for a happy family life, parenting and adoption of guests;
- A self-contained city with a competitive local economy and the development of services, attracting investors and business;
- Open to the world city that successfully combines historic and tradition of innovative and progressive ideas.

6.3. Priority projects
- To improve the living conditions, infrastructure and public space, tourists transport
- To build Disney Land Park
- To organize archaeological researches in Caravan Saray
- Developing the City brand
- Developing touristics routs

7. SWOT analysis

Strengths
- Good location and accessibility from Simferopol, close to Ak-Kaya and the Safari park
- Tradition of art & crafts
- Traditional architecture (original character)

Opportunities
- Crimean Tatar culture and international exchange and support
- Exploration of archaeological sites (at Caravan Saray)

Weaknesses
- Tourism industry (products and infrastructure) not sufficiently developed
- Public infrastructure and housing conditions

Threats
- Degradation of housing conditions, due to lack of private investment
I.3. EVPATORIYA CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
Evpatoriya is an ancient town with a history extending for 25 centuries, home of one of the last living communities of the Karaites in Eastern Europe, whose culture and language are on the verge of disappearing, as well as a major seaside resort in the Western Crimea.

The ancient city Kerkinitida existed for about 700 years and was destroyed by Scythian tribes. Fragments of the Kerkinitis building have been preserved in the central part of the city. After the capture in 1475 of the Crimean Turks, the Gizlev fortress was built on the coast area of the Kerkinitida place. Gizlev was a major trading port and one of the centers of the slave trade in Crimea.

After the reunification of Crimea with Russia in 1783, the city was named Evpatoriya in honor of Mithridates VI Eupator. The city started to build up and gradually develop as a resort only the end of the nineteenth century, especially after 1887 on the shores of Lake Moinakskoye mud baths were built. Three villages are also part of the city administration.

1.2. Positioning in the region and accessibility
The city is located in the central-west of Crimea, at 64 km from Simferopol, accessible by road, and direct train from Kyev.

1.3. Demography and migration
The population is 105,300 people (Russians 63,42%, Ukrainians 22,78%, Crimean-Tatars 6,73%), with a positive migration, and includes the following age groups:
- 0-14 years – 11,83%
- 15-24 years – 13,50%
- 25-44 years – 25,71%
- 45-59 years – 17,93%
- 60 - ... years – 18,12%

2. Urban Economy

2.1. Economic sectors, and activities
Main economic activities are tourism, transport, trade, industry, plus service provision. The economic sectors include 780 SMEs, 11,060 individual

Population: 120,500 people
Area: 6547 hectares
Distance from Simferopol: 64 km

Number/profile of business:
780 SMEs
11060 people registered as entrepreneurs individuals
entrepreneurs, 196 industrial enterprises, 179 construction companies, and 128 hotels and restaurants.

2.2. Tourism industry, products and infrastructure
Tourism industry is the main economic activity. The city is nominated on the Top 10 list of most attractive touristic cities in Ukraine. With 64 health resorts (out of which 25 function the whole year), including 30,000 beds in hotels, 70,000 beds in mini-hotels, plus private houses beds, the city receives around 1,200,000 tourists per year, most of them coming from Ukraine and former soviet countries, but also from EU, USA and Canada. 60% of the tourists come by car. In 1997 Evpatoria received the status of National Children’s resort.

2.3. Labour market and human resource
The working-age population represents 61% of the total population (73,400 people). The educational level of the labour resources of the city is quite high (49% of the total number of workers has higher education).

3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
The main environmental problems are related to: waste disposal, sewage system, air and water pollution due to port activities.

3.2. Heritage buildings and conservation areas
The city has 190 historical buildings and monuments. Conservation areas are established, borders and land use and building regulations are in place.

3.3. Cultural events and activities
Around 20 big festivals take place in the city every year, including:
- International children's festival-competition "Black Sea Shooting Stars"
- International Festival "Earth. Theatre. Children"
- International Festival "Dances of the World"
- International Festival of the Crimean Tatar and Turkic cultures "Gizlev kapusy"
- International Festival "Poetic bus number 13"

4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
In terms of public utilities, the city has some problems

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Number of tourists/year:
1,200,000 tourists

Unemployment:
- official - 2.7%
- International Labour Organization rate – 7.1%

List of natural and built heritage and tourist attractions:
- Small Jerusalem route
- Karaite Kenesa
- St. Nicolas Cathedral
- Jumo-Jami Mosque
- Odun bazaar kapusi
- Tekiye Dervishi
- Ethnic restaurant Dzheval

Number of houses:
1248 condominiums
related to provision of water supply (low quality of the water, and pipe leakage/water losses) as well as sewage problems.

4.2. Public services (Education, public health and social aspects, recreation)
Education infrastructure includes:
- 23 kindergardens
- 17 schools
- 5 professional-technical colleges
- 6 branches of Ukrainian and Russians universities
- 2 art schools

The city has 4 clinics. Cultural and recreational/sport facilities include:
- 32 libraries
- 21 houses of culture and cultural centres
- 9 theatres
- 4 cinemas
- 1 concert hall
- Evpatorijsky Aquarium
- 2 dolphinarium, zoo
- 3 stadiums, 44 sports grounds (including 7 tennis courts), 7 soccer fields, 3 mini-football pitches with artificial turf, 8 ranges, 25 gyms, 9 sites with gymnastic equipment, 32 rooms for sports activities.

5. Local public administration

5.1. Local capacity for urban revitalization
City Council Department of culture dealing with cultural heritage preservation has 5 employees.

5.2. Existing planning documents (strategies/plans)
- Economic Development Strategy of Evpatoria until 2015
- Integrated Urban Programme on health resorts and tourism in the city for 2012-2015
- Program on small and medium business development in the city for 2013-2015

5.3. Major projects implemented
- Small Jerusalem route
- New museum “Black Sea Pirates”
- Training center established for tourist business representatives
- TV advertisements of the city
- Guide "Medical tourism in Evpatoriya"
6. Formulated vision and strategic objectives

6.1. Vision
Evpatoria is a city where one can enjoy both living and resting; it is a year-round international health resort location and a tourist center with a high standard of living and a highly educated citizenry. The city’s economy, businesses, and public facilities are there to deliver high-quality services to guests and residents.

6.2. Priority Development Areas of Evpatoria
1. Developing the sanatorium-resort complex;
2. Developing tourism infrastructure;
3. Meeting modern requirements to the level and quality of public services;
4. Improving the conditions for the development of key industries of the city and the private sector;
5. Increasing investment attractiveness

6.3. Priority projects
- The Small Jerusalem project has two additional stages – the second one is in progress, and priority is given to the 3rd part.
- Project to develop Revolution street (7-800 m street with tram line) into pedestrian lane and link the inner-city to the sea (project of 1 million $ to be developed as a PPP)
- Develop sea transport line between beach resorts
- Concept for a recreation area – Golden ring of health

7. SWOT analysis

Strengths
- Sea resort, good accessibility
- Strong economic development
- Rich history and built heritage
- Strong municipal power (including finance) and successful experience with revitalization project
- Attractive tourist destination, complex tourist product, good reputation
- Successful experience with private sector involvement
- Tourist information centre and tourist guide (In your pocket)

Opportunities
- Created commitment for further development of the revitalization projects
- Existing under-used health tourism infrastructure
- Partnerships with other sea resorts

Weaknesses
- Limited accessibility by sea
- Lack of sport facilities
- Limited financial resources devoted with priority to local needs

Threats
- Investors pressure and low enforcement of building regulations in the conservation area

Source:
Economic Development Strategy of Evpatoria until 2015
The Strategy was developed by the Committee of Strategic Planning and adopted by the decree of the City Council of 27 April 2007.
I.4. FEODOSIYA CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
Feodosiya is a sea port, cultural and tourist/resort centre of south-eastern Crimea, one of the oldest European towns (2500th anniversary in 1971).

In the Middle Ages it became the capital of Genoa Crimea. The Genoese have created a thriving market of the port city of Kaffa, who monopolized the trade in the Black Sea. The town had its own theatre, the Mint.

In the fifteenth century, Kaffa along with all the Genoese possessions of Crimea was annexed by the Ottoman troops and became part of the Ottoman Empire. Kefe, as the Turks called Kaffa, has become one of the major Turkish ports on the Black Sea. Ottoman control ceased when the expanding Russian Empire conquered the whole Crimea. The city was occupied by the forces of Nazi Germany during World War II, sustaining significant damage in the process. In 1954, it was transferred to the administrative control of the Ukrainian Soviet Socialist Republic with the rest of Crimea.

The city started to develop health resort industry in 1928, when the Institute of physical treatments was established. In 1983 Feodosiya became a city-resort of national importance. In the post-war years (1948 - 1990 years) in Feodosiya a powerful potential military-industrial complex was created, employing more than 57% of the working population.

1.2. Positioning in the region and accessibility
The city is located in the south-east of Crimea, at 116 km from Simferopol, accessible by road, and direct train from Kyev. 11 villages and 5 urban type villages belong to the city administration.

1.3. Demography and migration
The population of 105,300 people includes the following age groups:
- 0-14 years – 12%
- 15-24 years – 13%
- 25-44 years – 28%
- 45-59 years – 24%
- 60 - ... years – 23%

The main ethnic groups are Russians (72,19 %), Ukrainians (18,74), Crimean-Tatars (4,65 %). Since
2000, the city has a positive migration balance, and this trend is increasing.

2. Urban Economy

2.1. Economic sectors, and activities
Main economic activities are tourism and industry, a cargo port, and service provision. The economic structure contains 630 SMEs, 10736 people registered as individual entrepreneurs, 20 industrial enterprises and 20 construction companies.

2.2. Tourism industry, products and infrastructure
The tourism industry includes the health resort, and the beach tourism (golden beaches). The tourist infrastructure encompasses 100 hotels, 275 restaurants, and 2575 private accommodation units.

155,000 tourists were registered in 2012, but the tourism activities have little direct contribution to the local budget, as the access to the beaches is free, and tourists use mainly private accommodation (in the residents’ houses).

The main problem relates to the physical degradation of the sanatorium infrastructure, which needs private investment. The access to the beaches is crossing the railway.

2.3. Labor market and human resource
The working-age population represents 65% of the total population (68,445 people). The educational level of the labour resources of the city is quite high, 43.03% of the workers having higher education.

3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
The main environmental problems are connected to sewage system (part of residual water going directly to the sea), and waste disposal.

3.2. Heritage buildings and conservation areas
There are 162 monuments and historical buildings, and 35 museums in the city.

3.3. Cultural events and activities
Several cultural events are organized every year. 34 festivals took place in 2012, some of the them being:
- International Balloon Festival
- International Youth Tourism Festival

Number /profile of business:
- 630 SMEs
- 10736 people registered as entrepreneurs individuals
- 20 industrial enterprises
- 20 construction companies
- 100 hotels
- 275 restaurants
- 2575 private accommodations

Number of tourists/year:
- 155,000 tourists (in 2012)

Unemployment:
- 1.3%

List of natural and built heritage and tourist attractions:
- Genuezkaya fortress
- Constantine’s Tower,
- Quarantine Hill,
- Greek Church of Introduction,
- Armenian Church of St. Serge (Sury-Sarkiz) XIV century
- Mufta-Dzhami mosque of XV century

Museums: I.K. Aivazovsky
Feodosiya Picture Gallery; A.S. Grin
4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
The main public utilities problems refer to water supply (low quality of the water, water pollution, limitation of local water sources, water losses during transportation), sewage (part of them going directly to the sea), and the bad conditions of the waste landfill.

4.2. Public services (Education, public health and social aspects, recreation)
The city has the following infrastructure for education, health and recreation:

- 21 kindergartens
- 23 schools
- 3 professional-technical colleges and lyceum
- 5 branches of Ukrainian and Russians universities
- 5 clinics
- 6 art schools
- 18 libraries
- 12 houses of culture and cultural centres
- 3 Cinemas and 1 concert hall
- 1 city sport stadium

5. Local public administration

5.1. Local capacity for urban revitalization
The Department of Architecture, Urban Planning and Land Issues of the Feodosiya city council deals with cultural heritage preservation, having 11 employees.

5.2. Existing planning documents (strategies/plans)
- Masterplan with conservation area adopted in December 2012
- Strategic plan for economic development (2011-2020) adopted in 2009 looking at the city as a tourist destination

5.3. Major projects implemented
- Advertisement of city
50 city tour guides trained
- Tourist exhibition was held in 2012 in the city, 97 tourist companies attended
- New dolphinarium was opened
- Renovation works in progress in the museum square and for the shopping mall

6. Formulated vision and strategic objectives

6.1. Vision
Feodosiya is a city with a history of antique civilization, rich in reminders of ancient cultures. It is a competitive investment region with a favorable business climate, infrastructure, high level of service and employment and a decent standard of living.

6.2. Strategic objective
1. Developing tourism;
2. Increasing investment attractiveness;
3. Building up the public facilities infrastructure

6.3. Priority projects
- Investment project “the old city” including renovation of buildings and the fortress
- New tourist routes developed by the Resort Tourism Centre – along the seaside, in the old city, tour of churches, of museums, of environmental attractions, etc.
- Need for partnership with Armenian church to renovate the Armenian church in the city
- Project of the Republican Committee for protection of historic heritage to create the underwater archeology museum through the restoration of Stamboly villa

7. SWOT analysis

Strengths
- Sea port and tourism resort, good accessibility
- Rich history, built heritage and cultural personalities
- Attractive tourist destination, complex tourist product (health, sea, and culture)
- Revitalization projects in progress

Opportunities
- The project of underwater archeology museum
- Tourists routes and promotion of cultural opportunities

Weaknesses
- Maintenance and visibility of some historic monuments
- Quality of roads and public utilities
- Railway location between the sea and the city

Threats
- Investors pressure and low enforcement of building regulations in the conservation area
I.5. GURZUF CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
Gurzuf is a resort-town on the northern coast of the Black Sea, a former Crimean Tatar village, now a part of Greater Yalta.

In the XII century, Gursuf (Gorura) was a commercial seaside town. Under the rule of the Genoese, the consul and his administration were established in the town (Orzovium, Gorzovium). Since the 80s of the XIX century, Gursuf started to become a middle-class resort. Hotels, restaurant, and park were built.

At the end of the XIX century it was the most comfortable resort on the southern coast of the Crimea, having several shops and eateries, coffee shops, and two bakeries.

Alexander Pushkin visited Hurzuf in 1821 and ballet master Marius Petipa died here. The International Children Center Artek (former All-Union Young Pioneer camp Artek) is situated just behind the mount of Ayu-Dag (Bear Mountain). The World Organization of the Scout Movement’s Eurasian Region is headquartered in the town.

1.2. Positioning in the region and accessibility
The town is located at 67 km from Simferopol, and at 17 km from Yalta, accessible by road.

1.3. Demography and migration
The population of 9,068 people includes mostly Russians, Ukrainian, and Crimean-Tatars

2. Urban Economy

2.1. Economic sectors, and activities
The main economic activities are tourism and industry, plus service provision.

2.2. Tourism industry, products and infrastructure
There are number of sanatoriums and resorts in the city.

The tourism activities have little direct contribution to the local budget, as tourists use mainly private accommodation (in the residents’ houses).
3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
The land keeps the traces of ancient cultures of different people. Rising to the East of Gurzuf, the mountain Ayu-Dag, like the rest of its neighbourhood, protects the remnants of prehistoric sites, which count more than 30 thousand years, the ancient temple, the Gothic churches of the Byzantine fortress, the Genoese and Turkish constructions. Even in our days on the pass Gurzufskoe Sedlo (saddle) an unique sanctuary was opened, which serve many people, inhabited the coast and mountains of Crimea, for almost two thousand years.

3.2. Heritage buildings and conservation areas
The city has more than 26 monuments and historical buildings.

3.3. Cultural events and activities
There are number of local festivals and events.

4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
The town has public utilities problems related to sewage, water supply (low quality of the water, pollution of the water, limitation of local water sources, water losses during transportation), and waste disposal (land fill situated at 250 km).

4.2. Public services (Education, public health and social aspects, recreation)
Provision of public services includes:
- 1 kindergarten
- 1 schools
- 1 clinics
- 1 library
- 1 house of culture
- 1 Cinema
- 1 sport stadium

5. Local public administration

5.1. Local capacity for urban revitalization
The issues of cultural heritage are dealt with at the level of Yalta City Council - Department of Architecture, Construction and Regional Development.

List of natural and built heritage and tourist attractions:
- The former parish school, the beginning of the XX century.
- A number of residential houses, beginning XX c.
- Dacha Chehova museum
- Museum of Pushkin

Local budget: 29,099,190 UAH

Number of municipal staff: 30 city council deputies
5.2. Existing planning documents (strategies/plans)
- City development Strategy for 2010-2015
- Strategy of Economical and Social Development of Big Yalta to 2015 (adopted in 2004)
- Master plan and zoning regulations for the conservation area not yet adopted

5.3. Major projects implemented
A few historical buildings were renovated by private investors.

6. Formulated vision and strategic objectives

6.1. The main priorities identified for 2010-2015
- Preservation and development of the social infrastructure;
- Creation of new jobs through investments in the economy and developing entrepreneurship;
- Creation of conditions for the growth of per capita income, social protection of poor and disadvantaged citizens;
- Provision of filling the revenue side of the budget and local revenues of the consolidated budget;
- Ensuring the effective functioning of housing and communal services;
- Construction of housing for public sector employees;
- Improving the quality of medical care, development of the practice of family medicine.

6.2. Priority projects
- Project idea on revitalization of the Leningradskiaia street (800 m long) which needs improvement in public lighting, pavement, renovation of roofs and facades, signing of streets name, etc.
- Developing the master plan
- Reconstruction of sport stadium
- Increasing sea beach area

7. SWOT analysis

Strengths
- Good sea side location, and accessibility, attractive natural environment
- Well preserved traditional character and architecture, commercial street, public square

Opportunities
- Partnership with other sea resorts
- Tourist tours on the sea coast

Weaknesses
- Small city, low economic power
- Informal tourism activities
- Seasonal unemployment
- Provision of public utilities

Threats
- Increasing competition among Crimean sea resorts
I.6. KERCH CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
Kerch is a city on the Kerch Peninsula of Eastern Crimea, an important industrial, transport and tourist centre.

It was founded 2600 years ago, and it is considered one of the most ancient cities in Ukraine. Intensive development of the city, taking into account the benefits of its geographical location and mineral reserves, began in the first half of the XIX century. In the 1821 the raid port was opened. Iron ore deposits, explored in the XVIII century, started to be used practically in 1846 on the experimental Ironworks, which ceased trading during the Crimean War.

By the beginning of XX century Kerch was one of the industrial and transportation centers of the South of Russian Empire. The city economy was based on ironworks, tobacco factory, sea fishing and trading port. In the 80s, Kerch was a major industrial center in Crimea, who took over a fifth of all Crimea industrial products.

1.2. Positioning in the region and accessibility
The city is located at 210 km from Simferopol, accessible by road (in 3 hours from Simferopol), railway (direct train Kiev-Kerch), and ferry from Ukraine and Russia. Airport “Kerch” located 7 km from the city center, is capable of receiving aircrafts AN-24, AN-26,Yak-40.

1.3. Demography and migration
The city population is 146,500 people, and has decreased over the last 10 years, by 12.5 thousand people (almost 7.8%). The main ethnic groups are Russians 78,7 %, Ukrainians 15,4 %, Belarusian 1,1%, Crimean-Tatars 1,0 %, and the age pyramid looks as follows:
- 0-14 years – 11,32%
- 15-24 years – 13,51%
- 25-44 years – 29,16%
- 45-59 years – 24,26%
- 60 - ... years – 22,64%
2. Urban Economy

2.1. Economic sectors, and activities
Today Kerch is considered as a city of metallurgists, shipbuilders and fishermen. The largest enterprises in the city are:
- Kerch Metallurgical Works Factory launched in 1900
- Kamysh-Burun Iron Ore Plant
- "Zaliv" ("Gulf") shipbuilding factory that produces and repairs tankers and cargo ships.

Construction-materials, food processing, and light industries play a significant role in the city's economy. Kerch is also a fishing fleet base and an important processing centre for fish products.

Kerch has a harbour on the Kerch Strait, which makes it a key to the Sea of Azov, several railroad terminals and a small airport. Ferry transportation across the Kerch Strait was established in 1953, connecting Crimea and the Krasnodar Krai (Port Krym - Port Kavkaz line); (as of November 2009) there are also plans for a Kerch-Poti ferry route. There are several ports in Kerch, including Kerch Maritime Trading Port, Kerch Maritime Fishing Port, Port Krym (ferry crossing), Kamysh-Burun Port.

2.2. Tourism industry, products and infrastructure
Because of its location on shores of Azov and Black seas, Kerch became a popular summer resort among people of former USSR. Also, several mud-cure sources are located near the city. Despite the seaside location, the tourist appeal of Kerch today is limited because of the industrial character of the city and associated pollution. Despite the lack of beaches in town's area, there are a lot of them at 20 minute distance of travel by bus, train or taxi.

Kerch has a number of impressive architectural and historical monuments. Ancient historical heritage of the city makes it attractive for scientific tourism.

2.3. Labour market and human resource
The working-age population of 90,000 people represents 61.4 % of the total population. 51% of the workers have higher education. Around 1300 workers graduate each year from 3 professional-technical colleges in the city.

Number /profile of business:
- 1664 SMEs
- 7952 people registered as entrepreneurs individuals
- 262 industrial enterprises
- 147 construction companies
- 426 trading companies
- 143 transportation and communication companies
- 11 hotels
- 23 working health and recreation resorts

Number of tourists/year:
- 24,700 (registered in 2009)

Unemployment:
- 1.2% (registered)
3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
In the suburban area of the city of Kerch, there are deposits of metallic and non-metallic minerals: iron ore, sawing and fluxing limestone, coquina, gypsum, salt, healing mud, shades of oil and gas. Main impurities in the ore are vanadium, arsenic and gold.

The main ecological issues are related to:
- spontaneous dumps
- air pollutions by transport
- sea pollution at the areas of ports

3.2. Heritage buildings and conservation areas
The composition of the Kerch Historical and Cultural Reserve consists of 16 sites, including 8 archaeological, 3 historical monuments, 4 monument of architecture, one monument of history, science and technology. 11 monuments have the status of national monuments.

The total area of reserve protected areas has 64.5 hectares, and includes 8 objects open the whole year. The Reserve Fund collections has a total over 232 thousand museum objects, more than 18,000 documents are stored in archives, and about 40,000 units printed in a scientific library. The city has assembled one of the finest collections of lapidary in the world. There are 23 archeological, 56 historical and 16 architecture monuments.

3.3. Cultural events and activities
- International Festival of Theatre and the ancient art of "Bosporus Agony"
- The festival of amateur art "Pontine arts"
- Rock music festival “The next world”
- Liberation Day (April 11)
- Day of Fishermen (the second Sunday of July)
- Day of the City (the second Saturday of September)

4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
City water system does not provide the required high-quality standards of drinking water. 87% of the population has access to the public system. The technical state of emergency water pipes, have huge losses of water (up to 62%) for urban trunk and distributing networks. A part of electricity network is

List of natural and built heritage and tourist attractions:
- Site of ancient settlement Pantikapeum (5th century BC–3rd century AD)
- Tsarskiy Kurghan (4th century BC)
- Church of St. John the Baptist (AD 717)
- Fortress of Yenikale (18th century)
- The Great Mithridates Staircase leading on top of the Mount Mithridat
- Obelisk of Glory on the Mount Mithridat
- Memorial of heroic guerilla warfare in Adzhimushkay mines
- Kerch Fortress, restricted area in soviet times, free to enter in present days
- Sites of ancient settlements Mirmecium, Tiritaka and Nimpehi
- So called Demetra’s Crypt, a crypt with numerous frescos dated 1st century BC.

Number of houses:
1952 condominiums
13400 houses

Access of population/households (%) to public services:
- Gas: 95,8 % of condominiums, and 86,7 %
in bad conditions. City gasification is mostly completed. The work on the expansion of the landfill for municipal solid waste is in progress.

4.2. Public services (Education, public health and social aspects, recreation)
Public services infrastructure include:
- 22 kindergartens
- 23 schools
- 6 professional-technical colleges
- Kerch marine technological institute
- 8 branches of Ukrainian and Russians universities
- 18 clinics including 8 communal
- 3 art schools and 19 libraries
- Palace of culture “Korabel” (1074 seats)
- 4 houses of culture and cultural centres
- Cinema “Ukraine”
- 1 football stadium

The city has 3.000 ha of green space (27.9% of the area) including 700 ha of forest, and 236 hectares of 16 parks and squares, plus streets greenery.

5. Local public administration

5.1. Local capacity for urban revitalization
The Department of Architecture and Urban Planning of the Kerch city council deals with cultural heritage preservation, and has 9 employees. Kerch Historical and Cultural Reserve has 145 employees (including 49 museum workers and 21 scientific workers).

5.2. Existing planning documents (strategies/plans)
- Masterplan approved in 2009, with conservation areas including 7 antique sites, 52 km of beach, inner-city area, archeological sites
- The Strategic plan for economic development of the city of Kerch until 2015 was adopted at 2010
- The program for development of Kerch as a local resort for 2013
- The concept of development of Kerch Historical and Cultural Reserve to 2015*

5.3. Major projects implemented
Promotional tour in Ukraine and abroad for tour-operators (held in 2012)
- Promotional video about the city and tourist web-portal
- 80% of the work on the project areas and zones of sanitary protection of the resort

- Water: 87%
- Electricity: 100 %
6. Formulated vision and strategic objectives

6.1. City vision
City of 26 centuries, located at the junction of the seas and eras, cultural and economic bridge between Europe and Asia, international transport, logistical, industrial and tourist center.

The vision has two directions for city development - creating conditions for business development, and for attracting investment, and three priority sectors:
- resort-tourism sector,
- transport and logistics,
- marine economy.

6.2. City mission
Ensuring a high quality of life:
- through the development of the city as an international trade and transportation and logistics hub, a center of industry and tourism in the East Crimea;
- by extending the scope of the use of historical and cultural heritage, climatic, recreational, human and economic resources;
- based on partnership of government, business and the public.

5.3. Priority projects
- Project ideas to develop tourism infrastructure – Kerch fortress (a part of Kerch Historical and Cultural Reserve), former military area belongs now to the Crimean government and can be restructured to provide tourism facilities, and to accommodate cultural events/festivals
- Central area or the small street of Mithridat could also be subject of revitalization

7. SWOT analysis

Strengths
- Big city, good location and accessibility
- Rich and old history, well preserved heritage
- Complex economic structure, diverse activities, low unemployment
- Strong local government and local capacity (staff, plans, finance) for revitalization

Weaknesses
- Low tourism character, and tourism infrastructure
- Central area (small street of Mithridat) in poor physical shape

Opportunities
- Available tourism infrastructure to be further developed (Kerch fortress)
- Tourism development

Threats
- Decline of existing economic activities, and living conditions

Source:
The Strategic plan for economic development of the city of Kerch to 2015 developed by the Expert Committee for Economic Development of Kerch, supported by the U.S. Agency for International Development (USAID) under the "Local Investment and National Competitiveness." (LINC)
I.7. SIMEIZ CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
Simeiz is a resort town in Crimea. From administrative point of view, Simeiz is part of Big Yalta region, and has also 6 additional villages.

The town history is based on the fortified Tauri settlement (VI-V centuries BC), on the mountain of Koshka, and on the rock "Pane" coastal fortress. Later, in the X-XV centuries AD, the coastal fortress was used by the Genoese, and later developed into a fortified medieval monastery that had been destroyed in the XIV century, after the conquest of Crimea by the Turks.

In 1906 the Society for the Improvement of Simeiz was established in order to develop the settlement as resort area. The Society produced a master plan of Simeiz, which is celebrated in the world history of architecture as one of the first comprehensive development plans in Russia.

The resort began to grow rapidly and became one of the most comfortable and popular. In 1914, Simeiz took the second place at the festival resorts in France.

1.2. Positioning in the region and accessibility
The town is located by the southern slopes of the main range of Crimean Mountains at the base of Mount Koshka, west from Yalta, and it is accessible on road, at 21 km from Yalta and 101 km from Simferopol.

1.3. Demography and migration
The population has risen from 622 in 1926 (431 Crimean Tatars, 119 Russians, 25 Ukrainians) to 6,000 at present. The age groups include:
- 0-15 years – 19%
- 15-59 years – 44%
- over 60 years – 37%

2. Urban Economy

2.1. Economic sectors, and activities
The main economic activities are tourism and winery.

2.2. Tourism industry, products and infrastructure

Population: 6,000 people
Area: 3,867,0 hectares
Distance from Simferopol: 101 km
Distance from Yalta: 21 km
Distance from Sebastopol: 65 km

Number /profile of business: 10 SMEs
45 people registered as entrepreneurs individuals
The tourism industry is based on medical and health tourism, culture, and green tourism. Main infrastructure includes 8 sanatoriums (3 kids sanatoriums), and 2 youth summer camps. Around 30,000 tourists come per year, in summer time to the town, but most of them are not registered, as they stay in private houses accommodation.

2.3. Labor market and human resource
The working-age population includes 2,690 people (44%). Due to the seasonal character of tourism activities, the unemployment reaches 20% off season.

3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
The main environmental issues are: waste, air pollutions, sewage.

3.2. Heritage buildings and conservation areas
The town has a rich heritage of 50 historical buildings.

3.3. Cultural events and activities
There are a few festivals (most of them not regular), such as:
- Festival of Sand Figures
- International open festival of arts and creativity “The Crimean Fieriya”

4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
Main public utilities issues are related to:
- Low quality of water, and water losses in the public network
- Lack of central sewage for private houses
- Waste disposal especially in the summer tourist season

4.2. Public services (Education, public health and social aspects, recreation)
Public services infrastructure includes:
- 3 kindergartens, 1 school
- 5 first-aid medical centres
- a few libraries, 2 houses of culture, and 1 cinema
- 1 aqua park, 1 park of 19 ha, Cypress alley

5. Local public administration

5.1. Local capacity for urban revitalization

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<thead>
<tr>
<th>Number of tourists/year:</th>
<th>24,700 (registered in 2009)</th>
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<tbody>
<tr>
<td>Unemployment:</td>
<td>1,2% (registered)</td>
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<tr>
<td>List of natural and built heritage and tourist attractions:</td>
<td></td>
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<tr>
<td>- Mounts Koshka, Diva, Panea</td>
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<tr>
<td>- Villa Ksenia</td>
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<td>- Villa Mechta</td>
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<td>- Museum of Ukrainian writer Kocubinskiy</td>
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<tr>
<td>Number of houses:</td>
<td></td>
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<tr>
<td>- 100 condominiums</td>
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<tr>
<td>- around 500 houses</td>
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<td>Access of population (%) to public services:</td>
<td></td>
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<tr>
<td>- no gas supplies</td>
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<tr>
<td>- 100% water</td>
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<tr>
<td>- 100% electricity</td>
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<tr>
<th>Local budget:</th>
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Yalta City Council Department of Architecture, Construction and Regional Development deals with cultural heritage preservation.

5.2. Existing planning documents (strategies/plans)
- Program of Economical and Social Development of Big Yalta for 2013
- Program of Social and Culture Development Settlement Simeiz for 2010-2015
- Masterplan of Big Yalta adopted
- Local decision to preserve the historic character, with building regulation (max. 3 stories and roofs of natural tiles), in cooperation with the Department of National Heritage

5.3. Major projects implemented
- Improvement of public lighting
- Repairing of sewage system and points for garbage collection

6. Formulated vision and strategic objectives

Development and implementation of the project of reconstruction of the historic part of Simeiz and concept of further development of the town

6.2. Priority projects
- Preparation of eco trail project for the natural protected area of local interest, around the city, in cooperation with the Council of Ministers
- Project ideas on the souvenir market, old houses (clear vegetation, remove plasters), emblems and signals, excavation research (looking for art crafts), restoration and excavation of tunnels
- Idea to clear the bush and trees around historical buildings to improve visual accessibility

7. SWOT analysis

**Strengths**
- Good sea side location, and accessibility, attractive natural environment
- Tourist resort with rich history
- Existing planning and regulations for heritage protection

**Opportunities**
- Partnership with other sea resorts
- Tourist tours on the sea coast
- Excavation research (looking for art crafts), restoration and excavation of tunnels

**Weaknesses**
- Small city, low economic power
- Informal tourism activities
- Seasonal unemployment
- Provision of public utilities

**Threats**
- Increasing competition among Crimean sea resorts
- Physical degradation of historic buildings

**Source:**
Program of Economical and Social Development of Big Yalta for 2013

70.761.790 UAH

**Number of municipal staff:**
36 city council deputies
16 staff members
I.8. SIMFEROPOL CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
Simferopol is the administrative center of the Autonomous Republic of Crimea in southern Ukraine. As the capital of Crimea, Simferopol is an important political, economic, and transport center of the peninsula.

As the capital of the Autonomous Republic of Crimea, Simferopol houses its political structure including the Parliament and Council of Ministers. Simferopol is also the administrative center of the Simferopolskyi Raion (district), however, it is directly subordinate to the Crimean authorities rather than to the raion authorities housed in the city itself.

The city of Simferopol is administratively divided into three raions (Zaliznychnyi, Tsentralnyi, and Kyivskyi), four urban-type settlements (Ahrarne, Aeroflotskyi, Hriesivskyi, Komsomolske) and one village (Bitumne).

The historic city is based on 2 centuries BC Neapol Scythian – the capital of Scythian state. At the XIII century, it was founded by tatars and named Ak Mechet. At the XVII century the city was named Simferopol.

1.2. Positioning in the region and accessibility
Simferopol is located in the south-central part of the Crimean peninsula. The city lies on the Salhir River and near the artificial Simferopol Reservoir, which provides the city with clean drinking water.

At international level, the city is connected via the Simferopol International Airport. It has a main railway station, which serves millions of tourists each year, as well as several main bus stations, with routes towards many cities, including Sevastopol, Kerch, Yalta, and Yevpatoriya. The Crimean Trolleybus connects Simferopol to the city of Yalta on Crimean Black Sea coast. The line is the longest trolleybus line in the world with a total length of 86 kilometres.

1.3. Demography and migration
The population of 362,600 people includes Russians 66,5 %, Ukrainians 21,2%, Crimean-Tatars 7 %.
2. Urban Economy

2.1. Economic sectors, and activities
Main economic activities are industry, trade, service provision. Simferopol hosts some industries, such as ‘Zavod ‘Phiolent’ JSC producing marine automation control systems; precise electrical micro machines of low input power; power tools, for both professional and household usage.

2.2. Tourism industry, products and infrastructure
Tourism industry (products and infrastructure) is not developed, the city acting as a focal point for transit tourism and business tourism.

2.3. Labor market and human resource
The working-age population (221,000 inhabitants) represents 60%, while pensioners are 27%. The educational level of the labour resources of the city is quite high.

3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
The city has no major environment problems, only punctual concerns related to waste disposal and sewage system.

3.2. Heritage buildings and conservation areas
There are more than 210 monuments and historical buildings, 5 museums and 6 cultural ethnographic centers

3.3. Cultural events and activities
There are a number of local and international festivals, such as:
- International Children’s Festival "Making Miracles"
- East Dance Festival “Nefertiti”
- Day of the City (June)

4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
The city population has access to public utilities. Main issues are still related to the sewage system, and low quality of the water, and water leakage in the pipeline system.

Number /profile of business:
- 7174 SMEs
- 22339 people registered as entrepreneurs individuals
- 70 industrial enterprises
- 3440 Shops
- 260 touristy companies
- 602 restaurants, café
- 23 hotels
- 34 markets
- 224 construction companies

Unemployment:
- 0.6 %

List of natural and built heritage and tourist attractions:
- Neapol Scythian ruins
- 19 religious buildings
- Moscue Kebir Djami
- Voroncov country house

Number of houses:
- 1398 condominiums
- 43841 houses

Access of population (%) to public services:
- 72% gas
- 98% water
- 100% electricity
4.2. Public services (Education, public health and social aspects, recreation)

The largest number of higher education institutions in Crimea is located in Simferopol, including 28 universities and institutes, among them the largest university in Simferopol and Crimea, the Taurida V.Vernadsky National University, which was founded in 1917. Crimea State Medical University named after S. I. Georgievsky, also located in Simferopol, is one of the most prominent medical schools of Ukraine.

Other public institutions related to education, health and culture/recreation are:
- 57 kindergardens, 51 schools
- 9 private schools, 16 colleges
- 19 clinics
- 6 musical schools, 1 art school
- 38 libraries, 6 houses of culture
- 3 Cinemas, 1 circus, 5 theatres
- 42 sport clubs, 19 youth sport schools, 5 stadiums, 6 swimming pools
- 4 parks, 1 botanic garden, 12 squares

5. Local public administration

5.1. Local capacity for urban revitalization

The Main Department of Architecture, Construction and Regional Development (having 21 employees) deals with cultural heritage preservation.

5.2. Existing planning documents (strategies/plans)

- The Simferopol strategy is in progress.
- The Program of Developing Tourism in Simferopol City for 2012-2013 is in place.
- The Master Plan was adopted in 2011.
- The city strategic plan, the city passport, the investment catalogue, and city branding are under development with GIZ support.

5.3. Major implemented projects:

- Tourist informational center on railway station
- 8 tourist routes

6. Formulated vision and strategic objectives

6.1. Vision and strategic objectives

Formulation of development vision and strategic objectives is in progress as part of the city strategy.

6.2. Priority projects
- Priority area for revitalization project in the old town (Proletarskaya street area) where ethnic groups live, cultural monuments exist, and streets need revitalization and tourists routes could be organized.
- USAID project on tourism (entertainment park)
- Installation informational signs to the historical objects
- Arranging Festival “Ancient Capital”
- Developing advertisement, promo materials about city

7. SWOT analysis

**Strengths**
- Capital of Crimea, main economic and administrative centre
- International airport (good accessibility)
- Business development and very low unemployment
- Well preserved inner-city (pedestrian commercial area)

**Weaknesses**
- Major disparities in urban development (poor, badly maintained areas in the central part of the city)
- Lack of strategic planning and identified revitalization projects
- Limited attractiveness for tourists

**Opportunities**
- Develop business and transit tourism infrastructure
- Involve private sector in urban projects

**Threats**
- International urban competition in the Black Sea
- Degradation of the built environment
I.9. STARIY KRYM CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
Stariy Krym is a small municipality, in the east of Crimea. The city history traditionally starts with the XIII century, when, after the Mongol conquest of the steppe, Crimea became part of the Golden Horde. Shortly after the final determination of the Horde's power in the eastern part of the peninsula the city was founded and named Kyrym, and became the administrative center of the Crimean Yurt and the residence of the Emir of Crimea.

After Crimea became independent from the Horde and the Crimean Khanate was formed, the capital was moved first to the Kirk-Or, and then to the newly built Bakhchisaray.

1.2. Positioning in the region and accessibility
The town is located on the road Simferopol-Feodosiya, 89 km from Simferopol, close to resorts cities.

1.3. Demography and migration
The total population is around 9.400 people, including 41 ethnic groups, main of them being Russians (50,5%), Crimean Tatars (25,5 %), Ukrainians (17,6%).

2. Urban Economy

2.1. Economic sectors, and activities
Agriculture is the dominant economic sector, but also a number of 160 SMEs are active in the field of trade, hotels and restaurants, transport, industry, and construction.

2.2. Tourism industry, products and infrastructure
The town has tourism potential (cultural, cardiac sanatorium and hunting, green tourism, etc.); but the existing tourism does not contribute to the economic development, as it is based only on one day visits from Feodosiya, or other places. There is no tourism infrastructure, only one guest house for hunting tourists.

2.3. Labor market and human resources
The working-age population is 5.400 people (58 %), facing problems related to seasonal unemployment, and its educational level is lower than other Crimean cities.
3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
City has relative good environmental conditions but still has a number of environmental issues: dumps, sewage.

3.2. Heritage buildings and conservation areas
There are 21 monuments and historical buildings.

3.3. Cultural events and activities
There are a number of arts festivals of Crimean-Tatars, Bulgarian, Armenian, including:
- International Festival of folk traditions and arts of the East "Minarets of Solkhat"
- National Bulgarian festival “Chestila Baba Marta”
- Festival of Armenian arts “Surb Hach”
- Festival of national cultures “Crimean World”

List of natural and built heritage and tourist attractions:
- Uzbek Madrasah and Mosque
- Kurshun Jami
- Armenian church
- Greek church
- 4 museums

4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
The town has problems related to water supply, sewage, limited land resources for cemetery, and solid waste management.

4.2. Public services (Education, public health and social aspects, recreation)
The public services infrastructure includes:
- 1 kindergarten,
- 3 schools,
- 1 clinic
- 2 libraries,
- 1 house of culture
- 1 city sport stadium,
- 2 squares

Number of houses:
24 condominiums
2500 houses

Access of population/households (%) to public services:
16 % gas
70% water
100% electricity

5. Local public administration

5.1. Local capacity for urban revitalization
The urban revitalization issues are dealt with at the level of the Department of Architecture, Urban Planning and Land Issues of Kirovskiy district state administration (7 employees) and the Department of culture, tourism and sport of Kirovskiy district state administration (2 employees)

5.2. Existing planning documents (strategies/plans)
Although the municipality has developed a series of documents (i.e. socio-economic development plan at
district level), it has no master plan, or integrated development strategy. There is a Development Strategy of Kirovskiy rayon to 2020, which refers to the town as well.

5.3. Major implemented projects
Reconstruction of Uzbek Madrasah and Mosque.

6. Formulated vision and strategic objectives

6.1. Vision
Eco-friendly with a unique natural environment, rich cultural heritage and consistent improved living standards through the production of agricultural production and processing, with the introduction of new technologies, development of the tourism industry.

6.2. Main development directions
1. Creating conditions to attract investment.
2. Creating favourable living conditions of the local population
3. Preserving and maintenance of clean environment of the region
4. Support the development of small and medium-sized businesses, especially associated with the processing of agricultural raw materials, the introduction of innovative technologies, renewable energy, the development of "green" tourism and other business activities aiming at creating jobs and generating income for the local budget.

6.3. Priority projects
- Provision of water supply and sewage network
- Idea to create city tourist information center in the library
- Medrese close to Uzbek Mosque will be reconstructed with support of 5 countries (budget 500 thousand USD)
- To build ethnical village to present culture of 7 nationalities (3 hectares of land allocated as well as 140 thousand UAH in Crimean budget and 40 thousand UAH in rayon budget)

Source:
Development Strategy of Kirovskiy rayon to 2020
7. SWOT analysis

**Strengths**
- Good location and accessibility in an attractive region
- Rich history and heritage
- Ethnic and cultural diversity

**Weaknesses**
- Rural character (in terms of settlement pattern, but also provision of services, employment and quality of life)
- Lack of tourists infrastructure
- Low economic development and financial power
- Lack of planning and local capacity for revitalization

**Opportunities**
- Regional and district support for the ethnical village

**Threats**
- Physical degradation of buildings and monuments
- People migration due to quality of life and lack of job opportunities
I.10. SUDAK CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
Sudak is a small historic town which includes 15 settlements in its administrative jurisdiction, so called Sudak region.

Initially, the city was a small fortified settlement with a port. During the Byzantine Empire (VIth century), Basileus Justinian I built a fortress Sidajos. In X-XIII centuries the city had its greatest prosperity, as the largest trading center of the Northern Black Sea with coming ships all over the Mediterranean.

By the end of XIX century, the city developed its winemaking activities and also began to be popular as a resort for students and intellectuals.

1.2. Positioning in the region and accessibility
The city is located on the south-east coast of Crimea, at 105 km from Simferopol, accessible by road.

1.3. Demography and migration
The city population is 15,300 inhabitants, while Sudak region has 31,800 people, including Russians 59,2 %, Ukrainians 17,6 and Crimean-Tatars 17,4%.

The age pyramid looks as follows:
- 0-14 years – 16%
- 15-24 years – 12%
- 25-44 years – 30%
- 45-59 years – 23%
- over 60 years – 19%

2. Urban Economy

2.1. Economic sectors, and activities
Economic activities are tourism (32 tourist companies) and wine production (4 wineries).

2.2. Tourism industry, products and infrastructure
Tourism activities are mainly linked to the sea resort, and cultural tourism in relation to the fortress. Also conference tourism and rural tourism are popular, support by additional activities (Aqua park, horse riding, hiking trails, diving, etc.).

However, tourism contribution to the local budget is limited, as around 30% of total tourists are registered, the rest using private accommodations.
2.3. Labour market and human resource
The working-age population is 19,080 people (60%), out of which 11% having higher education. Although registered unemployment is low, the town has a seasonal unemployment of 12,000 inhabitants, outside the tourism season.

3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
City has good environment conditions, the main environmental issues relating to waste disposal (especially in the tourism season, and sewage).

3.2. Heritage buildings and conservation areas
There are 38 monuments and historical buildings, and 1 museum

3.3. Cultural events and activities
Local festivals include musical/rock, historical reconstruction, etc.:
- Festival-fair "Great Silk Road"
- Festival "Genoese Helmet" and "Knight's Castle"

4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
The provision of public utilities faces problems related to low quality of the water, water losses, sewage and waste disposal.

4.2. Public services (Education, public health and social aspects, recreation)
Public services infrastructure includes:
- 7 kindergardens, 10 schools
- 1 branch of professional-technical college
- 1 branch of university, 2 clinics
- 1 musical schools, 13 libraries
- 13 houses of culture, 1 Cinemas, 1 concert hall
- 2 sport stadiums, 1 park and 27 squares

5. Local public administration

5.1. Local capacity for urban revitalization
The Department of Architecture and Construction Policy deals with cultural heritage preservation and has 9 employees.

5.2. Existing planning documents (strategies/plans)
The following planning documents are developed:

- Number of tourists/year: 59,500 registered tourists
- Unemployment: 3.0%
- List of natural and built heritage:
  - Genoese fortress
  - Buildings of resort architecture of XIX century
- Number of houses: 65 condominiums around 5000 houses
- Access of population/households (%) to public services: 30% gas 96% water 100% electricity
- Green space:
  City park - 42 hectares, green areas 50 hectares, a number of parks in sanatoriums
- Local budget: 158,740,300 UAH
- Number of municipal staff:
  46 city council deputies
  9 executive council
  105 staff members
- Strategy of Economical Development of Sudak Region for 2011-2020
- Program of Developing Resorts and Tourism in Sudak City for 2012-2014
- City master plan approved in 1993 (the new one will be finalized in May/June)
- The Program of development of rural green tourism in the village of Dachnoe

5.3. Major implemented projects
- The city logo and slogan developed (city branding)
- Reconstruction of the seaside promenade
- Participation in several tourism exhibitions
- Organization of 40 tourist routes and 20 tours

6. Formulated vision and strategic objectives

6.1. Vision
City of Sudak in the future - a national climate year-round resort, the world wide known tourist center, a popular destination for international communication and recreation, a city with a unique and distinctive architecture and multinational crafts.
Sudak Region - an environmentally friendly cozy corner of Crimea with many green areas and spacious beaches, surrounded by orchards and vineyards, the center of the Crimean winemaking world level; oasis of green (agricultural) and cultural tourism.

6.2. Priority projects
- Finalizing the City Master Plan
- The restoration of the monument of architecture of XIX century "The former district hospital"
- Organizing tourist informational centers
- Providing trainings for tourist business representatives
- Developing web-portal http://vamsudak.com
- Sudak Red Bus – special buses from Simferopol railway station and Sudak Yellow Taxi

7. SWOT analysis

Strengths
- Good location and accessibility
- Sea resort, attractive for conferences/events, beach, and culture (fortress)

Opportunities
- Partnerships with other fortress cities

Weaknesses
- Informal tourism
- Low enforcement of building regulations (lost traditional character)
- Lack of planning and revitalization projects

Threats
- Increased competition with sea resorts and historic cities

Source:
Strategy of Economical Development of Sudak Region for 2011-2020

The document was worked out by the Expert Committee on the Economic Development of Sudak with backstopping provided by LINC Project ("Local Investment and National Competitiveness", USAID).
I.11. YALTA CITY PROFILE

1. City and People

1.1. City in brief: natural features and history
Yalta is a resort city in Crimea, on the north coast of the Black Sea. It is situated on a deep bay facing south towards the Black Sea, surrounded by wooded mountains. It has a warm humid subtropical climate with many vineyards and orchards in the vicinity.

The city is located on the site of an ancient Greek colony, said to have been founded by Greek sailors looking for a safe shore to land. The name of the city of Yalta has received from the Greek word "yalos" - shore. The first mention of the town called Dzhalita were found in 1145. From the XIV century, the city was located on the site of the Genoese colony. In 1475, the city was occupied by Turkey. In 1783, Yalta in the Crimean Khanate was annexed to Russia. As a resort, Yalta began to develop when the Empress Maria Alexandrovna acquired property in 1860 in the village of Livadia, and palaces, aristocratic villas and various medical recreation institutions started to develop.

Yalta city administration includes 1 town, 21 city type settlements, 8 settlements, and 1 village, within the so called Big Yalta.

1.2. Positioning in the region and accessibility
The town’s transport links have been significantly reduced with the end of almost all passenger traffic by sea. New line Yalta - Novorossiysk (Russia) is operating in July and August, as well as the line Yalta - Sinop (Turkey). The longest trolleybus line in Europe goes from the train station in Simferopol to Yalta (almost 90 km).

1.3. Demography and migration
The population of 141,700 people (with a positive migration) includes Russians 67,1 %, Ukrainians 26,7%, Belarusian – 1,5%, Crimean-Tatars 1,3%.

2. Urban Economy

2.1. Economic sectors, and activities
The main economic activity is tourism. The industry of the region is represented by 17 enterprises. The food industry produces 95% of industrial production (especially wine - 42%, the fishing industry - 19%).

Number /profile of business:
1761 SMEs
6619 people registered as entrepreneurs individuals
17 industrial enterprises
36 construction companies
2.2. Tourism industry, products and infrastructure
Yalta is really overcrowded in high season (July–August) and prices for accommodation are very high. Most of the tourists are from countries of the former Soviet Union. Foreigners (around 7% of the total number of tourists visiting Yalta) are mostly from Europe and United States.

Yalta has a beautiful embankment along the Black Sea. People can be seen strolling there all seasons of the year, and it also serves as a place to gather and talk, to see and be seen. There are several beaches to the left and right of the embankment. The town has a movie theater, drama theater, plenty of restaurants, and an open-air market.

Two beaches in Yalta are Blue Flag beaches since May 2010. These were the first beaches (with two beaches in Yevpatoria) to be awarded a Blue Flag in a CIS memberstate.

2.3. Labor market and human resource
The working-age population represents 61% of the total population, and 26% are pensioners. The educational level of the labour resources of the city is quite high.

3. Natural and Built Urban Environment

3.1. Environment quality and natural resources
Environment conditions are good, with few problems related to waste disposal, air pollution, and sewage.

3.2. Heritage buildings and conservation areas
There are more than 300 monuments and historical buildings, and 15 museums.

3.3. Cultural events and activities
There are several local and international festivals:
- Festival of break-dance «Yalta Summer Jam»
- International Folklore Festival
- International telekinoforum "Together"
- International Classical Music Festival "Stars of the planet," International Organ Festival «Livadia-Fest»
- Bartending arts festival "Freestyle"
- Yalta Fireworks Festival

List of natural and built heritage and tourist attractions:
- Yalta's Sea Promenade
- Armenian Church
- Roman Catholic Church
- Yalta's cable car
- Hotel Taurica
- Alexander Nevsky Cathedral
- Ministry of Defence hotel
- Palace of Bukhara Emir
- Yalta's Zoo
- Yalta's Aquarium
- Park-museum Polyana Skazok
- White Dacha - House-museum of Anton Chekhov
- House-museum of Lesya Ukrainka
- House with Caryatids
- Yalta Hotel Complex

142 resorts
1176 shops
432 restaurants and café
35 tourist companies

Number of tourists/year:
around 500 000 people

Unemployment:
1,0%
4. Living conditions

4.1. Public utilities (Drinking water and sewage, gas, electricity, waste management)
The provision of public utilities faces some problems related to low quality of the water, water losses, sewage and waste disposal.

4.2. Public services (Education, public health and social aspects, recreation)
Public services infrastructure includes:
- 36 kindergartens, 29 schools
- 4 colleges
- 10 universities, institutes, branches of universities
- 20 clinics
- 6 art schools, 26 libraries
- 45 houses of culture, 3 cinemas, 1 concert hall
- 3 city sport stadium
- 1 theatre, 1 Zoo
- 278.05 ha of parks open spaces

5. Local public administration

5.1. Local capacity for urban revitalization
Yalta City Council Main Department of Architecture, Construction and Regional Development deals with cultural heritage preservation.

5.2. Existing planning documents (strategies/plans)
- Strategy of Economical and Social Development of Big Yalta to 2015 was adopted in 2004.
- Program of Economical and Social Development of Big Yalta for 2013, and Program of Support and Development of Small Business for 2013-2014 are formulated and in place.

5.3. Major implemented projects
- City tourism project “New style tour”: 7 new tour routes to Crimea, with the same style ticket points in Yalta;
- Tourist informational center and Information Service of Big Yalta call center;
- Bicycle tourist tour

6. Formulated vision and strategic objectives

6.1. Mission
To serve as the main center of Ukraine for year-round spa treatment, congress center, a sports and cruise tourism on the basis of ensuring the competitiveness of services of resort and recreational complex of the

Local budget: 395,565,900 UAH
Number of municipal staff: 50 city council deputies

Source:
Strategy of Economical and Social Development of Big Yalta to 2015 (adopted in 2004)
Big Yalta, their availability to respond to the demand of the country's population and foreign tourists;
To providing the highest level of quality of life in the Autonomous Republic of Crimea.

6.2. Development Priorities
1. Improving the quality of life of the population.
2. Improving governance and management at the level of Yalta region.
3. Ensure viability of the resort of Yalta.

6.3. Priority projects
- Organizing a promotional tour for media, and tourist companies
- Marketing research
- Developing audio and video advertising, printing promotional materials

7. SWOT analysis

Strengths
- Famous sea resort, international reputation
- Good location and accessibility (trolleybus from Simferopol)
- Good and expensive tourist infrastructure
- Economic/financial power

Weaknesses
- Unsatisfactory state of water supply and wastewater system in Yalta itself and Greater Yalta
- Absence of its own solid waste landfill, which causes difficulties with solid waste management
- Seasonality of employment

Opportunities
- International partnership in the Black Sea region, to profile itself as a destination for EU market

Threats
- Increased competition among sea resorts
- High level of “anthropological pressure” – big number of tourists can harm the unique nature of this place
PART II. SWOT MATRIX
II. 1. SWOT analysis for old cities in Crimea

The analysis of city profiles, based on the quantitative data, but also on visits to the sites and discussions with local stakeholders leads to a conclusive SWOT analysis, presenting the general characteristics of old cities in Crimea (Table II.1.). The specific strong/weak points and opportunities/threats of the 11 cities are summarized in Table II.2.

Table II.1. General SWOT analysis for old cities in Crimea

<table>
<thead>
<tr>
<th></th>
<th>Strengths</th>
<th>Weaknesses</th>
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</thead>
<tbody>
<tr>
<td>Regional context</td>
<td>▪ Existing legal framework in the field of planning, and historic monuments</td>
<td>▪ Limited central financial support in the process of old cities rehabilitation</td>
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<td></td>
<td>▪ Central government interest in preserving national heritage – institutional structures existing in this respect</td>
<td>▪ Lack of financial instruments to support private individuals interventions on built heritage</td>
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<tr>
<td></td>
<td>▪ Specific objective addressing tourism development stated in the Crimea Strategy 2020</td>
<td>▪ No specific national policy for historic centres rehabilitation</td>
</tr>
<tr>
<td>Local context</td>
<td>▪ Multi-ethnic and multi-religious context, rich history, traditions and valuable tangible and intangible heritage</td>
<td>▪ Old urban infrastructure, in terms of accessibility, public utilities, and service provision</td>
</tr>
<tr>
<td></td>
<td>▪ Existing valuable potential for tourism development in terms of natural and heritage resources</td>
<td>▪ Lack of maintenance on existing tourism infrastructure and services</td>
</tr>
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<td></td>
<td>▪ Good accessibility of cities (especially by road, at short distance to Simferopol airport)</td>
<td>▪ Poor enforcement of regulation related to buildings, public space, traffic, parking, in historic centres</td>
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<td></td>
<td>▪ Existing planning and zoning instruments for local development and conservation areas</td>
<td>▪ Lack of integrated planning, where revitalization of old centres is part of the overall city development strategy</td>
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<td></td>
<td>▪ Diverse tourism potential (and tourism infrastructure), able to support creation of diverse tourism products, and to target different markets</td>
<td>▪ Insufficient economic power and local financial resources for revitalization projects</td>
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<td></td>
<td>▪ Old urban infrastructure, in terms of accessibility, public utilities, and service provision</td>
<td>▪ Limited human capacity to deal with the management issues of the historic centres (involve stakeholders, design projects, identify public and private funding)</td>
</tr>
<tr>
<td>Opportunities</td>
<td>▪ Increased interest of actors (private sector, NGOs, specialists) for historic centres development</td>
<td>▪ Physical degradation of the built heritage</td>
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<td></td>
<td>▪ International donors and funding resources for urban and revitalization programs</td>
<td>▪ Real estate pressure on the city development with negative impact on the built heritage and its buffer zone</td>
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<td></td>
<td>▪ Trans-national cooperation programs in the Black Sea area</td>
<td>▪ Increasing competition in the tourism sector</td>
</tr>
<tr>
<td></td>
<td>▪ UNESCO Nomination report for Bakhchisaray and other heritage areas</td>
<td>▪ Inelastic demand for tourism (limited to the CIS market)</td>
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## Table II.2. Integrated SWOT analysis for the pilot cities

<table>
<thead>
<tr>
<th></th>
<th>Strengths</th>
<th>Weaknesses</th>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Bakhchysaray</td>
<td>Historic heritage restored and highlighted</td>
<td>Poor quality of public utilities provision and urban infrastructure</td>
<td>Develop and implement tourist strategy at district level</td>
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<tr>
<td></td>
<td></td>
<td>Variety of tourism products</td>
<td>Insufficient tourists’ accommodation facilities</td>
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<td></td>
<td></td>
<td>Important number of visitors/year</td>
<td>Experience with project implementation and international support</td>
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<td>Experience with project implementation and international support</td>
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<td>2.</td>
<td>Belogorsk</td>
<td>Tradition of art &amp; crafts</td>
<td>Tourism industry (products and infrastructure) not sufficiently developed</td>
<td>Crimean Tatar culture and international exchange and support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Traditional architecture (original character)</td>
<td></td>
<td>Exploration of archaeological sites</td>
</tr>
<tr>
<td>3.</td>
<td>Evpatoriya</td>
<td>Sea resort, attractive tourist destination, complex tourist product, good reputation</td>
<td>Limited accessibility by sea</td>
<td>Created commitment for further development of the revitalization projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Successful experience with revitalization project, and with private sector involvement</td>
<td>Lack of sport facilities</td>
<td>Existing under-used health tourism infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tourist information centre and tourist guide (In your pocket)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>Feodosiya</td>
<td>Sea port and tourism resort</td>
<td>Low enforcement of building regulations in the conservation area</td>
<td>Increased attractiveness due to the project of underwater archaeology museum</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Attractive tourist destination, complex tourist product (health, sea, and culture)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Successful experience with revitalization project, and with private sector involvement</td>
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<tr>
<td></td>
<td></td>
<td>Tourist information centre and tourist guide (In your pocket)</td>
<td></td>
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</tr>
<tr>
<td>5.</td>
<td>Gurzuf</td>
<td>Sea resort, well preserved traditional character and architecture (commercial street, public square)</td>
<td>Small city, low economic power</td>
<td>Partnership with other sea resorts</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Informal tourism activities</td>
<td>Seasonal unemployment</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>Provision of public utilities</td>
<td>Provision of public utilities</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Kerch</td>
<td>Big city, complex economic structure, strong local capacity (staff, plans, finance) for revitalization</td>
<td>Low tourism character, and tourism infrastructure</td>
<td>Available tourism infrastructure to be further developed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Well preserved heritage</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Location</td>
<td>Characteristics</td>
<td>Challenges</td>
<td>Opportunities</td>
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</tr>
<tr>
<td>7</td>
<td>Simeiz</td>
<td>Sea resort, beautiful landscape</td>
<td>Small city, low economic power, informal tourism activities, seasonal unemployment, provision of public utilities</td>
<td>Partnership with other sea resorts, scientific tourism linked to excavation works</td>
</tr>
<tr>
<td>8</td>
<td>Simferopol</td>
<td>Capital city, strongest economic development, international airport, low unemployment, skilled human resource (universities)</td>
<td>Limited attractiveness for tourists, limited highlighted historic sites, disparities in urban development</td>
<td>Develop business and transit tourism infrastructure, involve private sector in urban projects</td>
</tr>
<tr>
<td>9</td>
<td>Stariy Krym</td>
<td>Traditional architecture (original character)</td>
<td>Lack of tourists infrastructure, low economic development and financial power, provision of public utilities</td>
<td>Ethnic and cultural diversity, regional and district support for the ethnic village</td>
</tr>
<tr>
<td>10</td>
<td>Sudak</td>
<td>Sea resort, attractive for conferences/events, beach, and culture (fortress)</td>
<td>Informal tourism, low enforcement of building regulations (lost traditional character), lack of planning and revitalization projects</td>
<td>Partnerships with other fortress cities</td>
</tr>
<tr>
<td>11</td>
<td>Yalta</td>
<td>Famous sea resort, international reputation, good location and accessibility (trolleybus from Simferopol), good and expensive tourist infrastructure, economic/financial power</td>
<td>Unsatisfactory state of public utilities, seasonality of employment</td>
<td>International partnership in the Black Sea region, to profile itself as a destination for EU market</td>
</tr>
</tbody>
</table>
III. FINAL CONCLUSION AND RECOMMENDATIONS
III.1. Comparative conclusions of the cities analysis

The analysis of the city profiles has looked into a series of key issues that are relevant from two different points of view:
- Provide a snapshot for the 11 cities at this specific moment, facilitating a comparative perspective over the urban development in Crimea
- Structure the framework for an urban audit, which is the first necessary step for an integrated development plan. The recommendations in the next section of this chapter will also indicate the next steps for the elaboration of such a plan.

Based on these key issues, the analysis leads to general and specific conclusions. The general conclusions take into account aspects of revitalization induced by the regional context, as well as common characteristics of the pilot cities, on the following 6 key issues:

<table>
<thead>
<tr>
<th>a) Physical aspects: city population and accessibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>- According to the population, cities in Crimea are between 146,000 (Kerch) and 6,000 inhabitants (Simeiz), which the exception of Simferopol, which is the biggest city (362,600 inhabitants). Their relatively small-medium size brings the level of urban problems to a more manageable scale, although it is also reflected in their urban economy, and local budget.</td>
</tr>
<tr>
<td>- The cities accessibility is not a problem at regional level, as all of them are linked by the road network to the capital city and international airport. The quality of roads infrastructure is not always good, however the short distances, and the natural landscape make the travel pleasant.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>b) Economic aspects: formal/informal economic activities, single or multiple economic activities, diversification of tourist products, etc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Urban economy is in general determined by tourism and supporting services. Small and medium size towns rely basically on this sector, and are vulnerable in terms of sustainability. In most cases, tourism infrastructure lack maintenance and improvement, tourism activities are informal, generating little income for the local budgets. Main products are sea side tourism, health tourism and cultural tourism, addressing mostly the demand of the CIS states.</td>
</tr>
<tr>
<td>- Crimea Strategy 2020 has explicitly considered tourism as a major objective for future economic development. Reformation of resort – sanatorium and tourist sectors are mentioned at regional level as a priority.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>c) Heritage and natural environment (as economic development factor)</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Crimea’s archaeological and cultural heritage is a competitive factor in the region development. All pilot cities have a rich history behind, with historic monuments and sites in different stages of conservation. Multi-cultural and multi-religious communities of the peninsula are an asset, having a valuable intangible heritage to be preserved and exploited.</td>
</tr>
<tr>
<td>- The actual democratic, market oriented system reconsiders history and built heritage, setting the framework for public and private interventions in this field. The growing impact of professional and tourist migration, together with the support of international donor agencies lead to major changes in national regulations regarding heritage conservation, to compliance with international trends, and ratification of international conventions.</td>
</tr>
</tbody>
</table>
d) Living conditions/ access to infrastructure

- All pilot cities have some problems with the provision of public utilities, from a small percentage of population access to gas and sewage, to lack of infrastructure and soil/water pollution due to waste management. This issue, together with housing conditions and disparities among city neighbourhood need to be addressed (in an integrated approach) in further revitalization strategies.

e) Local capacity (existing strategy documents, human and financial capacity)

- Planning documents required by law are in place or under preparation. Human resource and local funding possibilities are directly linked to the city dimension and economic development. In general terms, cities have little capacity to support complex revitalization strategies, as they lack an integrated approach to urban development, institutional capacity for management of large scale projects and for creative financing of such projects.

- Old cities in Crimea lack comprehensive operations of urban renewal, where technical aspects of buildings rehabilitation are combined with economic, social, and cultural aspects, where heritage preservation becomes an economic development factor, and a reason for sustainable public-private partnerships.

f) Revitalization projects (implemented, or under preparation, in different maturity stages)

- The local meetings have shown that cities are in different awareness stages in relation to revitalization strategies and projects implementation. Those that have already benefited from international assistance, have additional proposals to be finalised, while others have not been considered this possibility yet. Therefore, the issue of readiness for implementation of revitalization projects needs to addressed individually.

- All cities need further assistance for revitalization projects, in different stages of their preparation (from the initial formulation of integrated development plans/strategies, up to feasibility studies and practical implementation).

As a conclusion, the following table provides an assessment matrix of the eleven cities, based on these six key issues previously analysed. A more extended version of this assessment is appended in annex 1. The matrix leads to specific conclusions for five categories of cities according to their stage of readiness for revitalization operations, which will generate five different approaches to the roadmap for further development, and to the selection of pilot cities for future assistance.
Table III.1. Integrated assessment matrix

<table>
<thead>
<tr>
<th>Cities/Criteria</th>
<th>Physical aspects</th>
<th>Economic aspects:</th>
<th>Heritage and attractions</th>
<th>Living conditions</th>
<th>Local capacity for revitalization</th>
<th>Projects preparation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bakhchysaray</td>
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<tr>
<td>2. Belogorsk</td>
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<tr>
<td>3. Evpatoriya</td>
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<td>4. Feodosiya</td>
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<tr>
<td>5. Gurzuf</td>
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<tr>
<td>6. Kerch</td>
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<tr>
<td>7. Simeiz</td>
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<tr>
<td>8. Simferopol</td>
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<tr>
<td>9. Stariy Krym</td>
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<tr>
<td>10. Sudak</td>
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<tr>
<td>11. Yalta</td>
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</tr>
</tbody>
</table>

Legend:
1. Big city
2. Middle size city
3. Small town

1. Complementary activities - tourism plus industry
2. Sea resorts with predominant informal tourism
3. Services linked to tourism potential

1. Highlighted assets (used as tourists destination)
2. Combination of natural and built heritage
3. Underused existing potential

1. Provision of public utilities and municipal services:
   1. Good
   2. Average
   3. Low

1. Good institutional capacity (human and planning documents)
2. Insufficient institutional capacity with financial support
3. Low institutional capacity with no resources

1. Identified projects in different implementation stages
2. Project ideas
3. No priority projects identified
III.2. Specific conclusions for the pilot cities

Selecting common features from the integrating assessment matrix, the following categories are identified, having common recommendations for future development:

<table>
<thead>
<tr>
<th>Category</th>
<th>Cities</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Small towns with little capacity for urban revitalization, with two sub-categories:</td>
<td>Gurluf and Simeiz, Stariy Krym</td>
</tr>
<tr>
<td>• sea resorts with (informal) tourism activities that ensure a stable viability of the communities</td>
<td></td>
</tr>
<tr>
<td>• vulnerable place, in danger of losing population and development potential</td>
<td></td>
</tr>
<tr>
<td>All three towns need institutional and financial support to develop long term strategies, in an integrated approach, able to mobilize communities and to make the best use of the existing potential.</td>
<td></td>
</tr>
<tr>
<td>B. Middle size towns with limited capacity for urban revitalization, with limited experience in revitalization projects and with some projects ideas to be further developed</td>
<td>Sudak and Belogorsk</td>
</tr>
<tr>
<td>Sudak and Belogorsk are in rather different development stages, as Sudak has already lost most of its traditional character, but it generates more income based on the existing fortress, while Belogorsk needs support for the conservation of its under-used potential. They both need assistance for integrated planning and project management.</td>
<td></td>
</tr>
<tr>
<td>C. Middle size towns with higher capacity for urban revitalization, with already implemented projects and projects prepared for future development</td>
<td>Bakhchysarai</td>
</tr>
<tr>
<td>Bakhchysarai is in a more advanced stage of planning. The town has a strong capacity as it benefits from the district support. However the important infrastructure problems need to be addressed as part of the revitalization strategy. Main issues are funding, project prioritisation and involvement of private sector.</td>
<td></td>
</tr>
<tr>
<td>D. Big cities, with existing capacity, without integrated strategies and with vague project ideas</td>
<td>Kerch, Yalta, Simferopol</td>
</tr>
<tr>
<td>Although these cities are the most developed in economic terms, they haven’t approached the revitalization of the old city in an integrated approach. Their urban economy is not directly linked to history and heritage, and old city revitalization is not perceived as a priority.</td>
<td></td>
</tr>
<tr>
<td>E. Big cities, with existing capacity, with successful experience in revitalization projects and future projects in different stages of readiness</td>
<td>Evpatoriya, Feodosiya</td>
</tr>
<tr>
<td>Both cities have already implemented revitalization projects, Evpatoriya being a best practice in this field in Crimea. They both have local resource to support future operations and have projects in different maturity projects.</td>
<td></td>
</tr>
</tbody>
</table>
III.3. Recommendations on selection of pilot cities for further development and implementation of revitalization strategies

The analysis of the 11 pilots has identified a series of opportunities and constraints for old cities revitalization in Crimea, as well as general recommendations for the future intervention in this field:

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Constraints</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Existing legal framework in the field of planning, and historic monuments</td>
<td>▪ Lack of central and municipal financial support in the process of rehabilitation</td>
</tr>
<tr>
<td>▪ Central government interest in preserving national heritage – institutional structures existing in this respect</td>
<td>▪ Lack of financial instruments to support private individuals interventions on housing renewal</td>
</tr>
<tr>
<td>▪ Commitment to international and EU principles / adoption of international conventions</td>
<td>▪ No special policy for historic centres rehabilitation</td>
</tr>
<tr>
<td>▪ Existing planning instruments for local development and conservation areas</td>
<td>▪ Lack of integrated planning and cross departmental municipal coordination of programs and projects</td>
</tr>
<tr>
<td>▪ Raising community awareness, and private sector interest, for historic centres development</td>
<td>▪ Poor enforcement of regulation related to buildings, public space, traffic, parking, etc.</td>
</tr>
<tr>
<td>▪ Raising professional interest at the level of specialists</td>
<td>▪ Lack of communication with the stakeholders involved in the area</td>
</tr>
<tr>
<td>▪ Existing positive examples in Crimea, in this field</td>
<td>▪ Limited personnel capacity of the municipal departments to deal with the management issues of the historic centre</td>
</tr>
<tr>
<td>▪ Existing instruments and possibilities to educate people, and to train labour force in related techniques</td>
<td>▪ Insufficient development of the NGO sector acting in this field at the level of raising awareness, mobilising local resources, training, monitoring the process, etc.</td>
</tr>
</tbody>
</table>

General recommendations:

Urban planning and building related planning instruments
▪ Develop integrated development plans for city development (where old city revitalization is part of the city development strategy)
▪ Improve citizens’ participation / use informal planning as a consultation tool
▪ Develop quality control instruments for restoration works, and enforce building regulations

Financial instruments
▪ Facilitate private sector intervention (open the market) in rehabilitation of historic buildings (tax incentives, VAT reduction)
▪ Channel subsidies to housing rehabilitation in historic centres
▪ Develop eligible projects and partnerships to make use of international funding

Education and training
▪ Develop certified training system for works in historic buildings/ increase accessibility to training programs and institutionalise vocational training

Management and communication
▪ Improve municipal management and communication capacity
▪ Develop municipal structures dedicated to historic centre management
▪ Improve team work and communication in building sites, and among good practices
For the selection of pilot cities for further development and implementation of revitalization strategies, road maps need to be developed for all five categories of cities, addressing their specific characteristics. Further assistance will need to balance between urgent needs and critical existing situation and more advanced stages of project preparation and readiness. The following table provides a general overview of these possible interventions, that will be further detailed in specific road maps.

<table>
<thead>
<tr>
<th>Category</th>
<th>Cities</th>
<th>Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Small towns with little capacity for urban revitalization, with two sub-categories:</td>
<td>Gurzuf and Simeiz, Stariy Krym</td>
<td>- Support the development of integrated plans and selection of pilot projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Build local capacity for old city revitalization</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Implement one demonstration project to build awareness and trust in the local community</td>
</tr>
<tr>
<td>B. Middle size towns with limited capacity for urban revitalization, with limited experience in revitalization projects and with some projects ideas to be further developed</td>
<td>Sudak and Belogorsk</td>
<td>- Support the development of integrated plans and selection of pilot projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Support private sector involvement and development of partnership mechanisms for revitalization projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Support the implementation of a demonstration project</td>
</tr>
<tr>
<td>C. Middle size towns with higher capacity for urban revitalization, with already implemented projects and projects prepared for future development</td>
<td>Bakhchysarai</td>
<td>- Support private sector involvement and development of partnership mechanisms for revitalization projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Support infrastructure projects</td>
</tr>
<tr>
<td>D. Big cities, with existing capacity, without integrated strategies and with vague project ideas</td>
<td>Kerch, Yalta, Simferopol</td>
<td>- Support the development of integrated plans and selection of pilot projects</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Support private sector involvement and development of partnership mechanisms for revitalization projects</td>
</tr>
<tr>
<td>E. Big cities, with existing capacity, with successful experience in revitalization projects and future projects in different stages of readiness</td>
<td>Evpatoriya, Feodosiya</td>
<td>- Support implementation of projects and involvement of private and civic stakeholders</td>
</tr>
</tbody>
</table>
### Annex 1. Comparative assessment of the pilot cities

<table>
<thead>
<tr>
<th>Cities/Criteria</th>
<th>Physical aspects</th>
<th>Economic aspects:</th>
<th>Heritage/attractions and natural environment</th>
<th>Living conditions</th>
<th>Local capacity</th>
<th>Project experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bakchichsaray</td>
<td>30,000 inhabitants (middle size city)</td>
<td>Services related to tourism activities (plus informal provision of tour accommodation)</td>
<td>Khan palace - Zindyshyry Medrese Museum of the Bakchichsarai Historical and Architectural Reserve Natural landscape</td>
<td>Problems related to housing conditions, electricity, lack of infrastructure, environment problems due to waste disposal, and lack of employment opportunities</td>
<td>City socio-economic development strategy for 5-10 year, and District strategy up to 2017 (including the city). The economic development action plan of the sustainable development strategy of the rayon and the city (2009)</td>
<td>Previous experience with UNDP project. Bicycle project in implementation City of artisans (project for private investment) Priority projects identified (part of development strategies)</td>
</tr>
<tr>
<td></td>
<td>Multi-ethnic community Good accessibility (from Simferopol by car, bus, train)</td>
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</tr>
<tr>
<td>2. Belogorsk</td>
<td>18,000 inhabitants (middle size city)</td>
<td>Tourism services, restoration of handcrafts (metal/gold, brodery and pottery), food production Short visits to monuments, participation to cultural events</td>
<td>Caravan Saray Ak-Kaya (5 km) Safari Park Cultural events</td>
<td>Traditional housing structure with infrastructure problems (sewage, gas)</td>
<td>City Development strategy 2020 in progress (GIZ support) Master plan under development Small budget Active mayor/ existing human capacity</td>
<td>Priority projects identified (project ideas)</td>
</tr>
<tr>
<td></td>
<td>Important Crimean Tatar community</td>
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<tr>
<td>3. Evpatoriya</td>
<td>110,000 inhabitants (big city)</td>
<td>Health resort Sea port Sea coast resort Cultural tourism</td>
<td>Small Jerusalem route Karaita Keneda St. Nicolas Cathedral Jumo-Jami Mosque Odun bazar kapusi Tekye Dervishi Ethnic restaurant Dzeval Ethnic restaurant Dzeval</td>
<td>Good provision of public utilities and services</td>
<td>Master plan with conservation area adopted in December 2012 (problems related to enforcement of regulations) Strategic plan for economic development (2011-2020) adopted in 2009 looking at the city as a tourist destination</td>
<td>The Small Jerusalem project has two additional stages – the second one is in progress, and priority is given to the 3rd part Project to develop Revolution street (7-800 m street with tram line) into pedestrian lane and link the inner-city to the sea (project of 1 million $ to be developed as a PPP)</td>
</tr>
<tr>
<td></td>
<td>Remain of the Karaites community</td>
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<tr>
<td>4. Feodosiya</td>
<td>105,000 inhabitants (big city)</td>
<td>Health resort Sea cargo port Sea coast resort (golden beaches) Cultural tourism</td>
<td>Genuevskaya fortress Constantine’s Tower, Quarantine Hill, Greek Church of Introduction, Armenian Church of St. Serje (Sury-Sarkiz) XIV century Mufta-Dzhami mosque of XV century Museums</td>
<td>Good provision of public utilities and services Environment problems due to sewage (into the sea) and waste disposal</td>
<td>Master plan with conservation area adopted in December 2012 (problems related to enforcement of regulations) Strategic plan for economic development (2011-2020) adopted in 2009 looking at the city as a tourist destination</td>
<td>Renovation works in progress in the museum square and for the shopping mall, and soft projects implemented Priority projects on rehabilitation of old buildings, tourist routes and government project on the underwater archeology museum</td>
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<td></td>
<td>Capital of Genoa Crimea in the Middle Age</td>
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<tr>
<td>5. Gurzuf</td>
<td>9,068 inhabitants (small town)</td>
<td>Sea coast resort (tourist accommodation mainly in private houses)</td>
<td>The former parish school, the beginning of the XX century. A number of residential houses, beginning XX c. Dacha Chehova museum Museum of Pushkin Natural landscape (Ayu-Dag mountain)</td>
<td>Traditional housing with public utilities problems</td>
<td>Master plan approved for 2010-2015 Strategy of Economical and Social Development of Big Yalta to 2015 (adopted in 2004) Master plan and zoning regulations for the conservation area not yet adopted</td>
<td>Project idea on revitalization of the Lenigradskaya street (800 m long) which needs improvement in public lighting, pavement, renovation of roofs and facades, signing of streets name, etc.</td>
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<td></td>
<td>Former Crimean Tatar village Located at 17 km from Yalta</td>
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<tr>
<td>6. Kerch</td>
<td>146,500 inhabitants (big city)</td>
<td>Complex economic structure: metal industry, harbour, shipbuilding, fishing, food industry and tourism</td>
<td>Site of ancient settlement Pantikapaeanum Tseraskiy Kurghan Church of St. John the Baptist - Fortress of Yenikale The Great Mithridates Staircase Obelisk of Glory on Mount Mithridat Kerch Fortress</td>
<td>Good housing and public infrastructure provision Attractive living environment</td>
<td>Master plan approved in 2009 (with conservation areas) The Strategic plan for economic development of the city of Kerch until 2015 was adopted at 2010 Staff capacity for city development Budget: 462,264,600 UAH</td>
<td>Projects implemented on the sanitary protection of the resort Priority for tourism infrastructure (Kerch fortress), and revitalization of the old city centre (small street of Mithridat)</td>
</tr>
<tr>
<td></td>
<td>Ancient town with a history of 2600 years</td>
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<tr>
<td>7. Simeiz</td>
<td>6,000 inhabitants (small town)</td>
<td>Sea coast tourism (medical, culture and green tourism)</td>
<td>Mounts Koshka, Diva, Panae Villa Ksenia Villa Mechtta Museum of Ukrainian writer Kocubinsky</td>
<td>Traditional housing with problems related to provision of infrastructure</td>
<td>Program of Economical and Social Development of Big Yalta for 2013 Program of Social and Culture Development Settlement Simeiz for 2010-2015 Masterplan of Big Yalta adopted Local decision to preserve the historic character, with building regulation</td>
<td>Projects implemented on public lighting and improvement of sewage and waste collection Preparation of eco trail project for the natural protected area of local interest, around the city, in cooperation with the Council of Ministers Project ideas on the souvenir market, old houses, excavation research</td>
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<td>8. Simferopol</td>
<td>362,600 inhabitants (biggest city in Crimea) Capital of Crimea, international airport</td>
<td>Industry, trade, and service provision Tourism industry not developed (focal point for transit tourism and business tourism)</td>
<td>Neapol Scythian ruins 19 religious buildings Mosque Kebir Djami Voroncov country house</td>
<td>Good housing conditions and provision of public utilities and services Some central neighborhoods with housing problems</td>
<td>The Simferopol strategy is in progress. The Program of Developing Tourism in Simferopol City for 2012-2013 is in place. The Master Plan was adopted in 2011. The city strategic plan, the city passport, the investment catalogue, and city branding are under development with GIZ support. Budget: 111,800,600 UAH</td>
<td>Tourist informational center on railway station was developed. Priority area for revitalization project in the old town (Proletarskaya street area)</td>
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<td>9. Stariy Krym</td>
<td>9,400 inhabitants (small town) Ancient history, administrative center of the Crimean Yurt and the residence of the Emir of Crimea Close to resort centers</td>
<td>Agriculture and service activities Potential for cultural tourism development</td>
<td>Uzbek Madrasah and Mosque Kursun Jami Armenian church Greek church 4 museums</td>
<td>Traditional (rural) housing, problems related to water supply, sewage, limited land resources for cemetery, and solid waste management</td>
<td>Although the municipality has developed a series of documents (i.e. socio-economic development plan at district level), it has no master plan, or integrated development strategy. Budget: 6,242,700 UAH</td>
<td>Implemented project on the Reconstruction of Uzbek Madrasah and Mosque Priority projects on provision of water supply and sewage network, on tourist information center and on ethnical village</td>
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<td>10. Sudak</td>
<td>31,800 inhabitants (middle size city) Ancient fortress (during Byzantine Empire)</td>
<td>Tourism and wine production</td>
<td>Genoese fortress Buildings of resort architecture of XIX century</td>
<td>Traditional housing character lost due to modern interventions Problems in provision of public utilities</td>
<td>Strategy of Economical Development of Sudak Region for 2011-2020 Program of Developing Resorts and Tourism in Sudak City for 2012-2014 City master plan approved in 1993 (the new one will be finalized in May/June) Budget: 158,740,300 UAH</td>
<td>Project implemented on the reconstruction of the seaside promenade No priority revitalization projects identified so far</td>
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<td>11. Yalta</td>
<td>141,700 inhabitants (big city) Famous resort city in Crimea Connected to Simferopol by a 90 km trolleybus line</td>
<td>Tourism and food industry Strong tourism infrastructure Two Blue Flag beaches</td>
<td>Yalta’s Sea Promenade Armenian Church Roman Catholic Church built by N. Krasnov Yalta’s cable car Renovated Hotel Taurica Alexander Nevsky Cathedral Palace of Bukhara Emir Yalta’s Zoo Yalta’s Aquarium Park-museum Poljana Skazok White Dacha - House House-museum of Lesya Ukrainka House with Caryatids</td>
<td>Good housing conditions and provision of public utilities and services (problems related to sewage and waste management)</td>
<td>Strategy of Economical and Social Development of Big Yalta to 2015 Program of Economical and Social Development of Big Yalta for 2013, and Program of Support and Development of Small Business for 2013-2014 Budget: 395,565,900 UAH</td>
<td>Projects implemented on Tourist informational center and Information Service of Big Yalta call center, and bicycle tourist tour</td>
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