

The Local Economic Development Plan

City: Oleksandriya

(Oleksandriya City Council)

Ukraine

The economic development of Oleksandriya provides every citizen with opportunities for employment, successful business and income generation to ensure a decent standard of living.

August, 2018



PREFACE

The City of Oleksandriya, with the support of the EU Initiative "Mayors for Economic Growth", has elaborated the Plan of local economic development of the city of Oleksandriya for 2018-2020 years.

The specially created working group, which worked at the Plan, included representatives of local self-government bodies, responsible for the economic development of the territorial community, successful businessmen, representatives of civil society institutions, including those, who have been engaged in grants for a long time and actively collaborating with Ukrainian and international donor organizations and international technical assistance projects.

The purpose of this Plan is, first of all, an analysis of the current state of the economy of Oleksandriya, to identify the main actions for the economic development of the territorial community for the immediate time period, the calculation of the necessary human, material and financial resources, which will contribute to the achievement of the identified goals. The actions, provided in the Plan, are based on the conclusions of the analytical studies, carried out by the working group.

City of Oleksandriya intends to implement all provisions of the Local Economic Development Plan 2018-2020 in full volume at the high professional level with the involvement of professionals, businessmen, a wide range of public and officials of the Oleksandriya City Council.

I am sure, that the implementation of the Plan will ensure creation of new jobs, growth of the economy of the territorial community, which, in turn, will positively affect the wages and improve the standard of living of our community members.

Sincerely

Oleksandriya City Mayor

Stepan Tsapiuk

To obtain a copy of this Plan, contact:

Name:	Liudmyla Markovska
Position:	The Head of Strategic Planning Department
Address:	prospect Soborniy, 59, Oleksandriya, Kirovohrad region, Ukraine, 28000
Phone:	+38(05235)-7-21-91
Fax:	+38(05235)-7-21-91
E-mail:	uprstrategy@ukr.net
Website:	olexrada.gov.ua

1. SUMMARY

The city of Oleksandriya is located in the center of the Kirovohrad region at a distance of 75 kilometers from the regional center and 350 kilometers from the capital - Kyiv, the nearest seaport is located in the city of Mykolaiv (250 kilometers from the city of Oleksandriya). The nearest airport is located in the regional center. The city is situated at the crossroads of state and international significance.

The population of the city is about 90 thousand inhabitants.

Oleksandriya is an industrial city. Leading industries: machine building (electrical products, cranes, lifting and transport equipment, knots and parts for agricultural machinery), food and furniture industries, foundry production, fabrication of metal structures and printing products.

The Local Economic Development Plan for 2018-2020 was developed within the framework of the EU's "Mayors for Economic Growth" Initiative. It is a new document in the planning system designed to increase the economic potential of the territorial community by promoting the creation and development of existing micro and small enterprises in the service sector, clothing and food industry.

Given the limited access to credit resources and the lack of short-term prospects for improvement of the situation with SSE financing in the city in particular and in Ukraine as a whole, the Plan is oriented on potential and active entrepreneurs, who have certain resources and the desire to invest in the creation and development of their own business at the territory of the community of Oleksandriya. Based on the SWOT analysis, it has been determined that the strengths of the community are: the advantageous geographical position is the available amount of unoccupied labor, minerals; weaknesses include: a labor force abroad, a decline in industrial production and a decrease in the number of private entrepreneurs. To minimize the impact of the latter, the plan is directed, in particular: to increase the number of private entrepreneurs, to increase the number of jobs, to improve revenue to the local budget. Capabilities include a broad platform for business development. Potential threats to the city's economic development are the outflow of labor abroad, declining revenues to the local budget, reducing the number of jobs and production.

The main objectives of the Plan implementation are:

- to provide information and resource support for entrepreneurship development;
- to ensure wide awareness in Ukraine and abroad of products and services of local producers;
- to promote increased investment.

Among the main activities of the plan are:

- the creation of a small business development center;
- the development and implementation of community marketing strategy;
- the development of an investment passport of the community with a list of investment projects.

The plan will be implemented through a local budget and an active contribution from the territorial business community. Prior to the co-financing of individual action plans, higher-level budgets, national development programs and, if possible, funding from international donor organizations will also be involved.

The development of the Plan was carried out by a working group with the direct participation of the deputy corps (25% of the working group), successful local businessmen (25% of the working group) and active representatives of civil society institutions (25% of the working group).

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3. LIST OF ABBREVIATIONS

The Sustainable Development Strategy 2030	- the Strategy.
Oleksandriya City Council	- OCC
Mayors for Economic Growth	- M4EG
The Plan of Local Economic Development of Oleksandriya City for 2018-2020	- the Plan
The United Nations	- the UN
The Center for the Provision of Administrative Services	- CNPC
Limited Liability Company	- LLC
Public joint stock company	- PJSC
The Union of Independent States	- CIS
The European Union	- the EU
The World Trade Organization	- the WTO
Mass media	- MEDIA
Transnational corporation	- TNC
Value Added Tax	- VAT
The City Enterprise Support Fund	- MFSP
Internally displaced persons	- IDS
Anti-terrorist operation	- ATO
Small social entrepreneurship	- SSE
Material and technical assistance	- MTA

4. INTRODUCTION TO THE PLAN

Oleksandriya city joined the EU's “Mayors for Economic Growth” Initiative in July 2017, in the framework of which it is developing the Plan of Local Economic Development of Oleksandriya for 2018-2020.

The city of Oleksandriya is located in the center of the Kirovohrad region, at a distance of 75 kilometers from the regional center and 350 kilometers from the capital (by rail - 3.5 hours, by motor transport - 4 hours), the nearest seaport is located in the city of Mykolaiv (250 km from the city of Oleksandriya). The nearest airport is located in the regional center. The city is at the crossroads of state and international significance.

There is a steady tendency in the city to decrease population as a result of negative natural population growth and negative migratory flows from the city to other regions and states. In 2017, the statistical indicator of the population was 90 310 people, in 2015 - 91 977.

The main objective of the city's accession to the EU's "Mayors for Economic Growth" Initiative is to borrow best practices in partnership, new tools for local economic development planning and implementation of projects that are common to business.

The plan of local economic development based on a similar methodology is being developed by the city council for the first time. Although it is a document of a separate purpose, but when it was developed, the main provisions of the Urban Infrastructure Plan and the Strategy of Sustainable Development of the city until 2030 were taken into account.

The document was developed in partnership with representatives of private business, civil society institutions, deputy corps and other interested groups and members of the community.

The working group carried out a systematic analysis of the city's economic situation, according to the structure proposed by the M4EG Initiative, and based on its SWOT analysis.

Based on the conclusions of the analytical part, the working group reached a consensus on the vision of the city's economic development and formulated the relevant goals and actions for their achievement, which are detailed in the following sections of this Plan.

Financing of measures will be carried out at the expense of the city budget, entrepreneurs' contributions, donor resources.

The city of Oleksandriya intends to fully implement on the high professional level all provisions of the Economic Development Plan of Oleksandriya for 2018-2020.

5. PROCESS OF DEVELOPMENT OF LOCAL ECONOMIC DEVELOPMENT PLAN

The process of elaboration of the Plan of Local Economic Development in Oleksandriya for 2018-2020 lasted six months. By the order of the mayor, a working group for preparing the Local Economic Development Plan was created (see **Appendix № 2, pp. 25-27**). Its membership included 16 participants (see **Appendix № 2, pages 25-27**) in the following ratio: the deputy corps (25% of the working group), local businessmen (25% of the group) and active representatives of civil society institutions (25% of the composition of the group).

Two meetings of the working group and a series of consultative surveys of the population and entrepreneurs were held.

The Plan applied information provided by the City of Economics Department, City-Regional Employment Center, City-Regional Statistics Department, etc. The Department of Strategic Planning of the City Council collected, analyzed, systematized the information and incorporated it into the forms proposed in the framework of the EU's "Mayors for Economic Growth" Initiative.

There was some difference in the vision of different group members when formulating the components of the SWOT analysis, defining the vision and objectives, action plan, activities and expected results. But through a constructive dialogue and a search for common objective decisions, a single point of view regarding the main provisions of the Plan was formed. In more detail, the process of preparation of the Plan is described in Table 4 (see **table 4, page 17**).

6. LOCAL ECONOMIC ANALYSIS

6.1. ANALYSIS OF LOCAL ECONOMIC STRUCTURE

In the city 12 large enterprises, 35 medium-sized, 28 small and 8215 micro-enterprises are situated and carry out activities.

As for the sectoral distribution, traditionally most of the city's enterprises are concentrated in trade, industry and construction.

The industrial sector of the city includes enterprises of mechanical engineering, light industry and food industry. The most promising branch of the industrial complex of the city is machine building.

The volume of industrial products sold in the industry grows year by year (in 2017, products and goods sold in the amount of 517.2 million hryvnia, in 2016- 448.3, in 2015 - 442, 8 million hryvnia). In general, according to various types of economic activity, the volume of sold products of local enterprises amounted to - 1101.7 million hryvnia. In 2017, it grew to 1,441 million hryvnia.

The average monthly salary has a tendency to increase. So, in 2015, the average monthly salary amounted to 2 700 hryvnia. In 2016 and 2017 there were 3 332 and 5 125 hryvnia, respectively.

The city's economy is characterized by a fairly large share of profitable enterprises in the total number of enterprises.

The city enterprises are actively engaged in foreign economic activity.

Each year, the focus of local enterprises on the markets of European countries increases. Despite the low investment rating of Ukraine so far, local authorities, in cooperation with local entrepreneurs, have to do more systematic action in order to promote investment attraction.

The unemployment rate tends to increase. It is especially difficult to find work for young people, even if there is a diploma about higher or secondary special education.

Recently, due to changes in the current legislation and the lack of effective at least consulting and information support, there is a decrease in the number of private entrepreneurs and a tendency towards the elimination of small enterprises is observed (**see tables 5-6, page 17-18**).

Trade in Oleksandriya remains one of the most profitable industries, but the prospects for further extensive expansion of the trade sector in the city are limited.

The most promising areas for the development of small entrepreneurship and the creation of jobs (especially for young people and women), taking into account demand and trends in its growth, as well as export potential, are the clothing and food industry, as well as consumer services (for the local market).

The analysis of the business environment of the city shows that the support of the business, in particular, in the promising areas of the economy (clothing and food industry, provision of household services) by local governments through the creation of the Small Business Development Center, is a priority objective of the Plan of M4EG.

6.2. INTER-SECTORAL COOPERATION AND INTERACTION AT LOCAL LEVEL

Oleksandriya local authorities actively interact with non-government organizations, civic activists, associations and other unions.

In 2016, the City Mayor's Decree established an "Advisory Committee on Promoting Civil Society Development in Oleksandriya City under the City Mayor", which was a collegial and consultative and advisory body. The members of the advisory committee were 19 representatives of non-governmental organizations. The openness of the meetings of the Advisory Committee was ensured by creating conditions for the media to be present on them. Publicity - through the prompt placement of information on the activities of the Advisory Committee, with the placement of materials on the website of the official Internet representation of the city council.

The city has a Coordinating Council on Entrepreneurship Development and Consumer Rights Protection, which is an advisory and consultative body that promotes the implementation of local and state policy in the field of entrepreneurship development and consumer protection in the city of Oleksandriya.

Since 1995, the Association of Industrialists and Entrepreneurs (Employers) has been operating in Oleksandriya. The union is a social organization comprising 60 members, namely industrial enterprises, construction organizations, business structures, branches of banks, insurance companies, educational institutions, utility companies, employees of the executive committee, city district employment center and the management of the Pension Fund of Ukraine in Oleksandriya.

The successful forms of cooperation in the city include the holding of regular meetings of the Coordinating Council, the Union of Industrialists and Entrepreneurs, the participation of business representatives and non-governmental organizations in the working groups for the development of the Strategy of the city until 2030, the plan, communication strategy and marketing strategy.

The main problems that can be solved through the establishment of the effective cooperation are the lack of effective communication between the authorities, business and the community. The necessary conditions for the successful cooperation are the development and implementation of the City's communication strategy, as well as the renewal of the Advisory Committee.

Promising areas for cooperation should be the establishment of trusting relationships in the community through effective communication "business - government-community", including the introduction of an electronic "Citizen's Cabinet" that will shorten the time for information and decision-making on citizens' appeals, as well as simplify accessibility to administrative services.

6.3. TRANSFER OF CORRUPTION ADMINISTRATION, WHICH PROMOTES DEVELOPMENT OF BUSINESS

Today, the City Council of Oleksandriya and its executive bodies work openly and transparently, simplifying all bureaucratic procedures for the residents of the city community, in particular, and for representatives of business structures. First and foremost, this is the active work of the Center for the provision of administrative services. In particular, today the Center for the provision of administrative services provides a significant amount of services to the inhabitants of Oleksandriya, some of which relate to permitting and conciliation procedures: disposal of land, the opening and liquidation of private enterprises, the issuance of permits for various types of work, etc.

Another type of transparent work of local authorities is the open meeting of the executive committee and the sessions of the city council, permanent deputy committees, working groups and commissions under the executive committee of the city council, etc. Some of the meetings are broadcasting live on the Internet. At the Oleksandriya City Council, a public council is active. For the purpose of open and transparent access to public procurement, all tenders and applications for the purchase of certain goods and services are placed in media-determined by law and on specially created Internet resources. All information on the work of the city authorities is posted on the official website of the Oleksandriya City Council.

6.4 ACCESS TO FINANCING

Sections and branches of all-Ukrainian banks, as well as credit unions operate in the city.

Business loans in the city can be obtained at the offices of banks. Despite different lending conditions, a high percentage for all loans is used by all banks, which reduces the availability of financial resources for small and medium-sized businesses.

There is no single platform where you can get acquainted with all the possibilities to receive funding.

With regard to bank loans, the generalization of offers on a single resource is complicated, since most banks may declare lending conditions solely on the terms of an individual approach to each client, due to the high lending rate of the national bank, it is unlikely that lending products for entrepreneurs will be attractive. In Oleksandriya, there is the City Enterprise Support Fund. In order to provide financial support to small and medium-sized businesses of Kirovohrad region on a fee and back basis, for business entities operating in the field of production, agriculture and agro-tourism in 2017 a competition was announced of business plans of small and medium-sized enterprises medium business. "The Regional Fund for Entrepreneurship Support in the Kirovohrad region", within the framework of the implementation of the Integrated Program for the Development of Small and Medium-Sized Enterprises in the Kirovohrad region for 2017-2018, implements the program. The amount of financial support is provided in the amount of up to 500 000 hryvnia. Most of the grant proposals for SME financing are aimed at supporting the IDS and ATO participants.

6.5 LAND RESOURCES AND INFRASTRUCTURE

The city of Oleksandriya has a large number of vacant land plots, the vast majority of which have an industrial destination. One of the strategic directions of the development of the city of Oleksandriya, the city authorities considers the creation of an industrial park in the city. The concept of "Industrial Park" Oleksandriya" is the basic document for the implementation of the City Development Strategy. In 2017, the implementation of measures to implement the idea of creating an "Industrial Park" Oleksandriya" in life began. In 2018, "Industrial Park" Oleksandriya" was entered in the register of industrial parks of Ukraine under the number 31.

6.6. LEGAL AND INSTITUTIONAL BASE

The Oleksandriya City Council, its executive committee, executive bodies exercise their powers within the constitution of Ukraine, the laws of Ukraine, guided by the resolutions of the Cabinet of Ministers of Ukraine and decrees of the President of Ukraine. Within its own jurisdiction, the Oleksandriya City Council and its executive committee make decisions and the Oleksandriya city mayor his orders. They are mandatory for execution on the territory of the relevant council.

In order to improve the economic situation, the development of the economy, the Oleksandriya City Council has developed and approved the Strategy of Sustainable Development of the City of Oleksandriya for the period up to 2030 and the Urban Infrastructure Plan.

The executive bodies of the Oleksandriya City Council are involved in the implementation of the state regulatory policy. In order to systematize regulatory acts, the register of its own current regulatory acts of the Oleksandriya City Council and its executive committee is kept and timely updated.

The normative-legal acts of the city council are adopted using the procedure of public discussion of their impact on various groups of society, their number is optimized. 13 tax acts and 34 acts in the field of improvement are acted and monitored regularly. In general, the balance of various interests can be sustained.

In order to study the opinion of the business community, a survey was conducted on the main problems that exist in the city in terms of doing business 355 businessmen were interviewed. The main regulatory problems of the business community are recognized by high regulatory pressure, frequent changes in economic legislation, high levels of taxation, problems with obtaining permissions to connect to the grids, complicated procedures for the registration and use of land and obtaining building permits. The development of industry and trade, the construction of new enterprises based on the latest technologies and the development of green tourism are recognized as the most promising for the development of the city.

Promising measures for economic development are expanding the list of services provided by the Center for the provision of administrative services for business entities, introduction of electronic document circulation and updating of the interface of the city council website in order to facilitate the search for information on the adopted regulatory acts, free land plots, communal property objects, rental rates.

In order to promote the development of the city's economy, attracting investment in the development of the territorial community, the city council formed the following executive bodies: the city council's economic management, the city council's strategic planning, and the City Enterprise Support Fund (**see tables 14-15, pages 22-23**).

6.7. QUALIFIED LABOR RESOURCES, INCLUSIVITY

Nowadays the population of the city is 80.1 thousand people, with Oleksandriya subordinated to the settlements of Oleksandryiske and Pantaivka, with the area of 6,142 hectares, 89.6 thousand people live.

The total number of pensioners in the city is 26850 people.

The total number of registered unemployed persons is 4 370 people, which is 7.3% of the able-bodied population. Total number of able-bodied population is 52 744.

Analysis of the labor market and available labor resources in Oleksandriya showed that a significant part of the able-bodied population is in seasonal migration to large cities of Ukraine and abroad, where conditions of work and wages are much higher. Unemployment is slowly but steadily rising. This creates problems in the supply of labor resources of local enterprises. Among the unemployed, a large number of unskilled laborers, which can't replace the lack of workers at local enterprises.

Another problem is the significant aging of the population, since almost half of the residents are retired, both by the years of service and by age. The share of pensioners is increasing, while the share of the able-bodied population is decreasing

A significant amount of able-bodied age has been reduced from the enterprises of the garment and food industry. The local labor market is oversaturated by the specialists of the corresponding professions. At the same time, there is a need in the professions of the construction industry, locksmiths, electricians, turners, millers, etc.

Also, there is a tendency to increase the outflow of labor from the city to large cities of Ukraine and abroad in search of better work with high wages. A significant number of people work in the local enterprises illegally, that is, with no registration, receiving a salary "in envelopes". These factors have a negative impact not only local taxes and fees, but also the ability to objectively assess the working capacity of the city.

Oleksandriya vocational education, primarily, is aimed at graduates in the food industry, medical, educational and cultural industries. A small part of graduates, are the specialists in the field of industrial production. It is one more factor that influences the regression in the development of the city's production. A significant part of the employees is not formally employed, the rest of the unemployed are not registered at the employment center. These factors make it impossible to draw up a complete and objective picture of the labor market (**see table 16,17,18 pages 23-24**).

It would be advisable to create a Support Center for Entrepreneurship, which would provide training, consulting and information services to start-up entrepreneurs on business organization, marketing, successful sales, etc.

It is planned that the Center will be located in the city council building for the next two years with the prospect of expanding its activities for the future.

The Center will provide services based on existing demand and act in close cooperation with other local, regional and national business development institutions, as well as international donor development projects.

6.8. EXTERNAL POSITIONING AND MARKETING

Oleksandriya has a significant export of goods. Commodity structure of exports consists of machinery, equipment and mechanisms, electrical equipment, products of animal origin.

The volume of goods turnover from 2015 is increasing. Thus, in 2015, the volume of goods turnover amounted to 850 million hryvnia, in 2016 and 2017 - 999.9 and 1068 million hryvnia, respectively. In 2018, the planned volume of trade turnover was at the level of 1153 million hryvnia. Today, a significant proportion of local companies, unfortunately, cannot compete with other companies, including foreign importers and TNCs. Local enterprises are oriented to the local, regional and state markets, where, in some areas, in particular, machine building (production of agricultural machines, equipment and crane engineering) can compete with other companies. An important element of modern city management is ensuring its investment attractiveness and attractiveness for residents and guests. The city of Oleksandriya is developing in accordance with the City of Oleksandriya development strategy until 2030, approved in 2016. The strategy includes the following tasks: make the city attractive and open, ready for innovation and partnership; to support business through active promotion of all city opportunities; make the city a tourist and business center of the Kirovohrad region, which will be known in Ukraine and abroad; working together to create a vibrant and cultural life and to develop intercultural dialogue to attract tourists and new people.

In order to promote local potential exporters and their products in the city there is a separate section on the site of the Oleksandriya City Council, as well as the Investment Passport of the city.

7. SWOT-ANALYS

Oleksandriya economy has its strengths and weaknesses, which above all, depend on available resources, natural minerals, etc. Below are specific values and metrics for 4 criteria.

<u>Strengths:</u>	<u>Weak sides:</u>
<ul style="list-style-type: none">- favorable geopolitical location (in the center of Ukraine, a small distance to the river and sea ports, the presence of railways, transport links), which contributes to the development of logistics;- near the city there are natural resources, minerals, the presence of fertile lands;- the territory is safe in terms of earthquakes due to its location on the Ukrainian crystalline shield;- availability of high-quality financial services (developed financial infrastructure);- the availability of free land plots for the placement of production facilities;- the presence of unfinished construction objects, "brownfields" - industrial buildings, that are not used;- the largest industrial potential is concentrated in the engineering and manufacturing industry;- due to insignificant technogenic loading, low	<ul style="list-style-type: none">- lack of opportunities for participation in cross-border programs and projects, which does not contribute to attracting additional financial resources for social, educational, cultural and interregional integration;- insufficient level of provision of free areas of the industrial zone with necessary communications;- a significant part of the main industrial assets of the industry is physically worn out and morally outdated;- low level of development of industrial and non-productive infrastructure, in particular, housing and communal services, transport and information communications;- unsatisfactory technical condition of the overwhelming majority of objects of communal and state housing stock;- lack of a strong construction and investment structure in the field of housing construction;

<p>population density, the city is promising in terms of placing productive forces;</p> <ul style="list-style-type: none"> - developed infrastructure for the reproduction and development of scientific and technical potential, training of specialists for the main branches of the economy; - the availability of free human resources that can be used to attract investments in the development of servicing sectors of the agricultural sector, processing industry, and the development of minerals; - the industry of Oleksandriya is currently characterized, first of all, by a powerful machine-building complex – enterprises, whose products are in demand not only in the city and region, but also abroad. 	<ul style="list-style-type: none"> - outflow of young scholars outside the city; as a result of the unresolved issues of social and domestic facilities and further professional growth; - the outflow of qualified specialists into the commercial sector of the economy, as a result of which, part of the industrial enterprises lost the ability to improve the qualitative and operational characteristics of products; - demographic problems (aging population).
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> - access to the markets of the CIS, Central and Southern Europe, due to the good location in the center of the road transport infrastructure; - In the vicinity of the city are located: a knot station of the town of Znamianka, which is located, at the crossroads of intensive freight transport linking the eastern and southern regions with seaports and western neighbors; station Korystivka; - inflow of investments in connection with improvement of the image of Ukraine, Kirovohrad region; - Potential opportunities to attract investments for the construction and modernization of industrial enterprises, development of the transport network, reconstruction and renovation of the housing stock, utility facilities; - airport is in the regional center (75 km Kropyvnytskyi city) 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> - insufficiently intensive use of favorable geopolitical location; - increased competition after Ukraine's accession to the WTO and the EU, outflow of skilled labor, increase in its value; - inflation processes; - rising prices for energy and fuel (utilities and transportation costs); - insufficient supply of own water resources; - delay of VAT refund to exporters; - instability of the economic situation in the country and the rate of the national currency; - Rising prices for raw materials.

8. VISIONS AND OBJECTIVES

The city of Oleksandriya, which is expected to improve significantly the key indicators of local economic development, create new jobs, which will contribute to the development of the local economy and increase the living standards of the community's inhabitants, thanks to the Action Plan's implementation at the beginning of 2021.

The vision of the community is: the economic development of Oleksandriya provides each of its inhabitants with opportunities for employment, successful business and income generation to ensure a decent standard of living

The main development goals for 2019-2020 are:

1. To provide information and resource support for the development of entrepreneurship.
2. To provide wide awareness in Ukraine and abroad of products and services of local producers.
3. To promote investment.

9. PLAN OF ACTION

This table shows the information on the successive actions of the participant of the MEA on the implementation of the plan of local economic development. In particular, it outlines the main objectives, specifies timelines for the implementation of the plan, provides information on the partners and co-implementers of the project, indicating the amount of funds for the project as a whole. The final result and its indicators are separately determined.

Table № 1. Plan of action

Thematic blocks	The main objectives	Action/ project ideas	Duration (start /end)	Participating Partners	Costing, national currency (euro equivalents)	Monitoring indicators / result (product) indicators and targets	Results / (totals) Indicators and targets
1. Intersectoral cooperation and mutual interaction on the personal area 2. Quartered labor resources	Provide information and consulting support for entrepreneurship development (with emphasis on small businessmen in the sewing and food industry and services)	1.1 Creation and functioning of the Center for the Promotion of Small Business Development	Opening 05.2019 and functioning 3 06.2019 – till 12.2020	City Council, public associations of private entrepreneurs, private business	300 000,00 uah/ 9646 euro	Information and resource support for the development of entrepreneurship in selected industries is provided	The center has a room equipped with furniture and equipment, hired staff, services are provided according to a separate plan.
		1.2. Selection and training of the Center staff	04.2019-05.2019	City council, public associations of private entrepreneurs	20000, 00 uah/ 643 euro	The staff of the Center has been selected and qualified	The Center's services are used by at least 200 community members a year
		1.3. Assessment of needs and identification of training and consultation topics	07-08.2019	OCC, staff of the center	25 000,00 uah/ 803 euro	The needs of entrepreneurs are defined and the topics of trainings and consultations	At least 2 labor agreements, certificates of education have been concluded
		1.4. Definition of the range of partner organizations and projects providing training services	09-10.2019	OCC, staff of the center	10 000,00uah/ 322 euro	A preliminary list of partners and framework agreements with them have been determined	1 survey of needs of entrepreneurs was conducted

		1.5.Trading training and consulting support	11.2019-12.2020	Staff of the center, partner organizations and projects of MTA-	20 000,00 uah/ 643 euro	Information and consulting support is provided	1 list of partners and at least 4 framework agreements
1. Inter sectoral cooperation and interaction at the local level 2. External positioning and marketing	2. To provide wide awareness in Ukraine and abroad of products and services of local producers	2.1. Development of a marketing strategy for the promotion of local product manufacturers and service providers for 2019	04-07.2019	OCC, center staff, consultants in external positioning and marketing -	30 000,00 uah/ 965 euro	Strategic and operational planning documents are developed	Approved Strategy (1) and Plan (1)
		Implementation of a special action plan for 2019	08.2019-12.2021	OCC, staff of the center, identified partners and program implementers	250 000,00 uah/ 8038 euro	A wide awareness of products and services provided by local producers in Ukraine and abroad has been provided	According to the indicators of the implementation of the action plan marketing action
1. Inter sectoral cooperation and interaction at the local level 2. External positioning and marketing 3. Land Resources and Infrastructure	3 To promote increased investment	3.1.Development of the investment certificate of the community with a list of investment projects	03-06.2019	OCC, specialists in the field of investment attraction,	100 000,00 uah/ 3215 euro	Investment passport of the community with a list of investment projects	Passport in English and Ukrainian
		3.2. Distribution of information about investment projects among potential investors	3 06.2019 till 12.2020 once a quarter	OCC	20 000,00 uah/ 643 euro	Information is widespread	Information is distributed through placement on relevant web resources and by way of addressing

		3.3. Setting up protocols on intent and investment agreements	during 2019-2020	OCC, businessmen	10 000,00 uah/ 322 euro	Investment is increased	A minimum of 5 protocols of intent and 2 investment agreements of at least 1 million Euro have been concluded
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10. SCHEME OF FINANCING

In this table, a deciphering the expenditure estimates for the implementation of the objectives of the local economic development plan. Thus, specific amounts of funds are indicated in the planned directions, the source of financing is described.

Table № 2. Scheme of financing

Actions	Planned costs:	Total:	Source of funding				Lack of funds (in UAH and EUR)	Notes
			Local budget (in UAH and EUR)	Budget of upper level (in UAH and EUR)	Private sector (in UAH and EUR)	Donors (in UAH and EUR)		
1.1	Creation and operation of the Center for the Promotion of Small Business Development	300 000,00UAH/ 9646 EUR	40% 120 000 UAH/3858 EUR	20% 60 000 UAH /1929 EUR	20% 60 000 UAH / 1929 EUR	10% 30 000 UAH/ 965 EUR	10% 30 000 UAH/ 965 EUR	
1.2	Selection and training of the staff of the Center	20000, 00 UAH/ 643 EUR	100%					
1.3	Assessment of needs and definition of training and consultation topics	25 000,00 UAH / 803 EUR	100%					
1.4	Determine the range of partner organizations and projects that provide training services	10 000,00 UAH/ 322 EUR	100%					
1.5	Providing training and consulting support	20 000,00 UAH/ 643 EUR	100%					
2.1	Development of a	30 000,00 UAH/	50%			50%		

	marketing strategy for the promotion of local product manufacturers and service providers for 2019-2025 and a related action plan for 2019-2021.	965 EUR	15 000 UAH/ 483 EUR			15 000 UAH/ 482 EUR		
2.2	Implementation of a special action plan for 2019-2021	250 000,00 UAH/ 8038 EUR	60% 150 000 UAH/ 4 823 EUR		20% 50 000 UAH/ 1608 EUR	10% 25 000 UAH/ 803 EUR	10% 25 000 UAH/ 803 EUR	
3.1	Development of an investment passport of the community with a list of investment projects	100 000,00 UAH/ 3215 EUR	60% 60 000 UAH/ 1929 EUR		40% 40 000 UAH/ 1286 EUR			
3.2	Distribution of information about investment projects among potential investors	20 000,00 UAH/ 643 EUR	100%					
3.3.	Signing of protocols of intent and conclusion of investment agreements	10 000,00 UAH/ 322 EUR			100%			
	TOTAL:	UAH/CBPO 785 000 UAH / 25 240 EUR	UAH/CBPO 415 000 UAH / 14 147 EUR	UAH/CBPO 60 000 UAH / 1929 EUR	UAH/CBPO 150 000 UAH /4 823 EUR	UAH/CBPO 70 000 UAH / 2 250 EUR	UAH/CBPO 55 000 UAH / 1 768 EUR	

11. INDICATORS AND MECHANISMS OF MONITORING

This table details the project activities, the duration of its stages and specific tasks. The results of the project are indicated separately. They are formed according to the time principle.

Table № 3. Indicators and monitoring mechanisms

Actions\Ideas of the project (s)	Duration	Expected results			
		From 1-st to 6-th month	From the 7-th to the 12-th month	From the 13-th to the 18-th month	From the 19-th to the 24-th month.
1.1 Creation and functioning of the Center for the Promotion of Small Business Development	06.2019 – 12.2020	Opening (in the premises of the city council)	Functioning of the Center	Functioning of the Center	Functioning of the Center
1.2. Selection and training of the Center staff	04.2019-05.2019	Selection and training of staff			
1.3. Assessment of needs and identification of training and consultation topics	07-08.2019		Assessment of needs and definition of training and consultation topics		
1.4.Definition of the range of partner organizations and projects providing training services	09-10.2019		Determine the range of partner organizations and projects that provide training services		
1.5.Trading training and consulting support	11.2019-12.2020		Providing training and consulting support	Providing training and consulting support	Providing training and consulting support
2.1. Development of a marketing strategy for the promotion of local product manufacturers and service providers for 2019-2025 and a related action plan for 2019-2021.	04-07.2019	Development of marketing strategy and plan	Development of marketing strategy and plan		
2.2.Introduction of a special action plan for 2019-2021	08.2019-12.2021		Implementation of the special action plan for 2019-2021	Implementation of the special action plan for 2019-2021	Implementation of the special action plan for 2019-2021
3.1.Development of the investment certificate of the community with a list of investment projects	03-06.2019	Development of investment passport of the community			

3.2. Distribution of information about investment projects among potential investors	From 06.2019 till 12.2020 once a quarter		Distribution of information about investment projects among potential investors	Distribution of information about investment projects among potential investors	Distribution of information about investment projects among potential investors
3.3. Signing of protocols of intent and conclusion of investment agreements	During 2019-2020		Signing of protocols of intent and conclusion of investment agreements	Signing of protocols of intent and conclusion of investment agreements	Signing of protocols of intent and conclusion of investment agreements

**APPENDICES TO THE PLACE OF LOCAL ECONOMIC DEVELOPMENT OF CITY
OLEKSANDRIYA**

APPENDIX 1 - TABLES TO BLOCK 6 - ECONOMIC ANALYSIS

Table number 4

**Information
about the preparation of the plan for local economic development in the city of Oleksandriya**

№	Type of work	Date and time of conducting
1	Meeting of the working group on the development of the Plan of Economic Development of Oleksandriya for 2018-2020	February 2018
2	Meeting of the working group on the development of the Plan of Economic Development of Oleksandriya for 2018-2020	April 2018
3	Consultative survey	May 2018
4	Analysis of collected information and writing a general plan	June-August 2018

Table to section 5, page 6

Table number 5

Types of economic activity

Type of economic activity	Number and % of enterprises (according to the classification)					
	Micro-enterprises	Small enterprises	Medium-sized enterprises	Large enterprises	Total:	
	Amount	Amount	Amount	Amount	Amount	%¹
Agriculture, forestry, fishing	2	-	-	-	2	0,5
Industry	4	27	6	3	40	9,0
Construction	4	3	-	-	7	1,6
Transport, warehousing, mail and delivery services	15	3	0	0	18	4,0
Hotels, restaurants, catering	3	48	-	-	51	12,0
IT-services	-	1	-	-	1	0,3
Finance and insurance	5	7	-	-	12	2,73
Real estate operations	2	-	-	-	2	0,5
Professional, scientific and technical activities (including accounting, architecture, engineering, research and development, market research, veterinary services)	1	3	-	-	4	0,9
Administrative and auxiliary services (lease, leasing, employment, tourism and booking boxes, security services and investigations, administrative services)	3	-	-	-	3	0,7
Education	1	50	-	-	51	11,5
Health and social care	5	66	-	-	71	16,1
Cultural, sporting, entertainment and leisure services	90	-	-	-	90	20,4

Other services	89	-	-	-	89	20,1
Together	224	208	6	3	441	100%

Table to section 6.1, page 6

Table number 6

Advantages and disadvantages 1

ADVANTAGES	DISADVANTAGES
1. Favorable geopolitical location (in the center of Ukraine, a small distance to the river and sea ports, the presence of railways, transport links), which contributes to the development of logistics.	1. A significant part of the main industrial assets of the industry is physically worn out and morally obsolete.
2. Availability of unemployed human resources, which can be used in attracting investments in the development of servicing sectors of the agricultural sector, processing industry, and development of minerals.	2. The outflow of young scientists beyond the city due to the unresolved issues of social and domestic facilities and further professional growth.
3. Availability of unfinished construction objects, "brownfields" (industrial buildings that are not in use).	3. The outflow of qualified specialists in the commercial sector of the economy, as a result of which, part of the industrial enterprises lost the ability to improve the qualitative and operational characteristics of the products.
4. Availability of free land plots for the placement of production facilities.	4. Low level of development of industrial and non-productive infrastructure, in particular housing and communal services, transport and information communications.

Table to section 6.1, page 6

Table number 7

Assessment of cooperation at the local level

Title and / or function (scope / theme to which the cooperation relates)	Affiliated institutions / individuals	Achievements (it should also indicate how it is implemented: for example, at the planning stage, project implementation, service delivery, on a permanent basis or periodically/once)	Assessment: successful or unsuccessful
Small business	City Business Support Foundation of Oleksandriya	Every year, micro-loans amount to 10-50 thousands UAH for realization of projects in the field of production, development of local crafts, creation of new jobs. Granting of loans is based on preferential interest-free conditions in the presence of a business plan and collateral.	Successful
Medium business	Oleksandriya City Council	Simplification of the procedure for registration of enterprises, reduction of local taxes and fees for enterprises registered in the city.	Successful

Table to section 6.2, page 6

Table number 8

Advantages and disadvantages 2

ADVANTAGES	DISADVANTAGES
1. Promotion of local government development of cooperation and local entrepreneurship. Providing MFPP with interest-free loans on preferential terms.	1. The lack of a broad dialogue between the authorities and business regarding the legalization of hired labor and the registration of the real volume of productions to pay taxes in full to the city budget.
2. Reducing local taxes and fees, simplifying the registration procedure and administrative procedures for small and medium-sized businesses.	2. Misunderstanding of the local business concept of "social" business and its social component, significant tax evasion.

Table to section 6.2, page 6

Table number 9

Areas (sub-sectors) of growth and their problems

Branch (growth)	The main issues that can be solved with the help of business support services
Food Industry	Works concertedly, at present, there are no significant problems with the organization of work in this field.
Light industry	Works concertedly, at present, there are no significant problems with the organization of work in this field.
Engineering	Works concertedly, at present, there are no significant problems with the organization of work in this field.
Small business (leisure organization, service sector)	The possibility of obtaining loans in the amount of 100-500 thousands UAH for the implementation of projects in the field of development of local crafts and services, the creation of new jobs. Receiving loans at preferential interest-free terms in the presence of a business plan and collateral.

Table to section 6.5, page 7

Table number 10

Advantages and disadvantages 3

ADVANTAGES	DISADVANTAGES
1. Promotion of local government development of cooperation and local entrepreneurship.	1. The lack of a broad dialogue between the authorities and business regarding the legalization of hired labor and the registration of the real volume of productions to pay taxes in full to the city budget.
2. Reducing local taxes and fees, simplifying the registration procedure and administrative procedures for small and medium-sized businesses.	2. Misunderstanding of the local business concept of "social" business and its social component, significant tax evasion.

Table to section 6.5, page 7

Table number 11

Access to funding

Financial institution/ donor	Categories of recipients of a loan (grant)	Industry / activity to which priority is given in financing	Minimum and maximum loan size (grant)	Requirements (annual interest, mortgage, etc.)
City Business Support Foundation of Oleksandriya	Private entrepreneurs	Production and processing	10 000-50 000 UAH	Real estate mortgage, availability of a business plan, creation of new jobs, obligation to repay the loan (the loan is provided free of charge for 2 years). The decision of Oleksandriya City Council.
ADVANTAGES		DISADVANTAGES		
1. Coordinated work of the municipal fund for entrepreneurship support in the field of urban lending.		1. Small amounts of financing for project programs, which, in turn, does not make a significant number of jobs.		
2. Low interest rate and opportunity to get a long-term loan.		2. The need for a refund, which gives an additional financial burden on business development.		

Table to section 6.4, page 7

Table number 12

Infrastructure

Infrastructure name	Required for private sector level	Level of security today infrastructure	Development needs in the next 6 years community plots, that can be used
Workspace for micro-enterprises or private enterprises (workshops) - (with/without) common objects	-	-	-
Office premises - (with/without) common objects	-	-	-
Business incubator (<10 startups / microenterprises;> 10 startups/micro enterprises)	-	-	-
Business/Industrial Park	02/27/2018 the decision of Oleksandriya City	1) improvement of territory, laying of internal roads and	The land plot of communal property (industrial land (code

	Council No. 456 approved the concept of the Industrial Park; April 13, 2018 it is included in the Register of Industrial Parks of Ukraine on No. 31	tracks, construction of a fence - 13801,18 thousands UAH; 2) water supply and sewage - 1191,5 thousands UAH; 3) electricity supply - 3840 thousands UAH; 4) gas supply - 35850,0 thousands UAH	1102) - for the placement and operation of main, subsidiary and auxiliary buildings and facilities of enterprises of processing, machine building and other industries), with a total area of 24.4803 hectares, at the address: Kirovohrad region. Oleksandriya, "Zavodskyi" microdistrict, Kukolivske street, 7
Scientific/Technological Park	-	-	-

Table to section 6.5, page 7

Table number 13

Advantages and disadvantages 4

ADVANTAGES	DISADVANTAGES
1. A significant number of free industrial lands, which can be used for the establishment of production.	1. Depletion of communications, located in areas, related to industrial lands.
2. Land has access to communications, which, in turn, facilitates the organization of production in their territory.	2. Lack of regular transport links with areas of location of industrial lands.

Table to section 6.5, page 7

Table number 14

Regulation in the field of economy

Identified problems in the sphere of regulation	The level of negative influence (high/low)	Responsible regulatory authority	Possibility of mitigation/improvement at local level (describe in detail steps/actions)
1. The impossibility at the local level to objectively influence the work of enterprises in the field of registration of real volumes of productions and engaged hired labor through inspections, regulations, collegiate raids.	Medium	Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine.	In order to detect unregistered workforce at local enterprises, raids and inspections are systematically conducted and, according to their results, protocols are drawn up, which are only partially executed by the owners of the enterprises. Some entrepreneurs refuse to allow a working group to inspect the territory of the enterprise.
2. Legal registration of enterprises outside the place of location.	Medium	Verkhovna Rada of Ukraine, Cabinet of Ministers of Ukraine.	Possibility at the legislative level to oblige business owners to legalize the company and pay taxes at the actual location of production rather than the location of the head office.

Table to section 6.6, page 7

Table number 15

Advantages and disadvantages 5

ADVANTAGES	DISADVANTAGES
1. Transfer of the part of taxes to the local budget, which positively influences the development of the territorial community.	1. The impossibility at the local level to objectively influence the work of enterprises in the field of registration of real volumes of productions and engaged hired labor through inspections, regulations, collegiate raids.
2. The lifting of the moratorium on inspections of private enterprises, which will ensure control over the proper fulfillment of the established requirements.	2. The possibility of legal registration of enterprises outside the actual place of work.

Table to section 6.6, page 7

Table number 16

Skilled labor resources, inclusiveness

№	Urban, settlement, village councils and settlements in them	Men				Women			
		18-34	35-44	45-59	Total	18-34	35-44	45-59	Total
1.	Oleksandriya City Council	11121	5896	9295	26312	11406	6789	8337	26432

Table to section 6.7, page 8

Table number 17

The situation in the field of skilled labor resources

Branch (according to handouts 1)	The current situation in the area of skilled labor (for example, a significant shortage / small lack / compliance / excessive demand)	Forecast situation in the future (for example, significant / slight lack / compliance / excess of demand)	Possible directions of action
Industrial production	Partial shortage of labor force due to the lack of a significant number of vocational education institutions and the outflow of productive forces from the city in search of work	A small deficit due to projected wage increases and improved working conditions	Increase of wages in the production sphere, official employment, establishment of vocational education in the industrial sphere
Food industry	Sufficient workforce due to the location of specialized vocational schools in the city, adequate wages and working conditions	Conformity	Do not need any actions
Light industry	Sufficient workforce due to the location of specialized vocational schools in the city, adequate wages and working conditions	Conformity	Do not need any actions

Table to section 6.7, page 8

Table number 18

**Ways to achieve a balance between
the demand for skilled labor and employment
opportunities in municipal education - system analysis**

Advantages of Current Methods of Work	Degree of Importance (1-5)	Disadvantages of Current Methods of Work	Degree of Importance (1-5)
Today vocational education provides the needs of the light and food industry of the city in full.	4	Vocational education is not popular among young people, because after graduation, the employment is carried out on low-paid posts, often with difficult or harmful working conditions.	4
Specialists are in full-time training, taking production practice, which allows them to start work at local enterprises on a high-quality professional level.	4	Municipal education does not fully meet the needs of industry, as there are no candidates for entry into production professions: (locksmiths, builders, painters, plasterers, machine operators, turners).	4
Possible improved methods of work			
Promotion of vocational education by raising wages in these areas, improving social protection of workers.			
Implementation of new training directions to solve the problem of lack of skilled personnel.			
The introduction of new methods in teaching and education through the recruitment of qualified instructors.			

Table to section 6.7, page 8

Table number 19

**How our city is perceived
by the inhabitants of importance**

What are the positive images our municipality projects into the external environment	Degree of importance (1-5)	What are the negative images our municipality projects in the environment	Degree of importance (1-5)
The image of the "smart" city.	5	The decline of the coal industry and the growth of social tensions associated with it.	5
The territory is cleaned of corruption and favorable for business development, attracting investments.	4	Population aging, outflow of young people and skilled people in search of high paying jobs.	5
The Industrial Park of Oleksandriya	4	Lack of higher education institutions, which results in the absence of skilled personnel in different spheres.	4
The image of an educated and cultural city.	5		

Possible measures, that can be easily implemented		Under the guidance	
Attracting investors to the creation of the Oleksandriya Industrial Park, will give an impetus to the creation of new businesses and significantly reduce the outflow of youth and specialists from the city.		City authorities, entrepreneurs-investors.	

Table to section 6.8, page 8

Table number 20

Advantages and disadvantages 6

ADVANTAGES	DISADVANTAGES
1. Favorable geographical position of the city in relation to the main automobile, rail and river routes.	1. Aging of the population and the outflow of youth and skilled labor from the city.
2. Availability of free land plots of industrial significance with laced communications.	2. Depletion of communications, located at sites, related to industrial land.

Table to section 6.8, page 8

**APPENDIX 2 – ORDER ABOUT THE WORKING GROUP FOR CREATING THE PLAN OF M4EG
AND THE LIST OF MEMBERS OF WORKING GROUP**



**UKRAINE
OLEKSANDRIYA CITY MAYOR
KIROVOHRAD REGION**

ORDER

13 December 2017 year

№ r-160-z

Oleksandriya

About the creation of working group
on elaboration of the Plan of
economic development of the city of
Oleksandriya for 2018-2020 years

In accordance with Article 42 of the Law of Ukraine "On Local Self-Government in Ukraine", with the purpose of elaboration of the Plan of Economic Development of the City of Oleksandriya for 2018-2020

1. To create a working group for elaboration of the Economic Development Plan of Oleksandriya for 2018-2020 and to approve its personal composition in accordance with Appendix 1.

2. To instruct the working group on elaboration of the Economic Development Plan of Oleksandriya for 2018-2020 to elaborate and submit to the city council executive committee a draft Plan for the Economic Development of Oleksandriya for 2018-2020 up to February 15, 2018.

3. To approve the Regulations on the Working Group on the Development Group of the Economic Development Plan of Oleksandriya for 2018-2020 in accordance with Annex 2.

4. I reserve control over the execution of this order.

City Mayor

S. TSAPIUK

Appendix 1
to the order of the mayor
from December 13, 2017, № r-160-z

**Working Group on elaboration
of the Plan of economic development of the city of Oleksandriya for 2018-2020 years**

Chairman of the working group:	
TSAPIUK STEPAN KYRYLOVYCH	- Oleksandriya City Mayor
Deputy chairman of the working group:	
BOHOIAVLENSKA OLENA MYKHOLAIVNA	- the secretary of the City Council
HRYTSENKO SERHIY PETROVYCH	- the deputy mayor on the Issues of the Executive Bodies of the Council
Secretary of the working group	
PUSAREVSKIY EVHEN ANATOLIYOVYCH	- the specialist of the Strategic Planning Department of City Council
Members of the working group:	
from executive bodies:	
HAVRULENKO OKSANA VITALIIVNA	- the Head of Department of Investment and Innovations of Economics Department of City Council
MARKOVSKA LIUDMYLA DMYTRIVNA	- the Head of Strategic Planning Department of City Council
CHEREVASHKO ROSTYSLAV EVHENOVYCH	the Head of Economics Department of City Council
From City Council :	
ALYMOV EVHEN VOLODYMYROVYCH	- deputy of City Council
MATVIENKO MYKHAILO VOLODYMYROVYCH	- deputy of City Council
HOLOHOLENKO OLEH ANATOLIYOVYCH	- deputy of City Council
From business and private commercial structures :	
VIALYH SERHIY ANATOLIYOVYCH	- private entrepreneur
KUCHERENKO VOLODYMYR VIKTOROVYCH	- director of the CK "Cran-Service"
SELEZNIOV SERHIY GEORGIYOVYCH	- director of private enterprise "Slavyanochka"
from civil society institutes:	
BOLYLIY OLEKSIY EVDOKYMOVYCH	- chairman of the public council
DOZHDZHANYK VOLODYMYR VASILIOVYCH	- the chairman of the public organization "Nova Hvyliia", advisor of the mayor
CHUHUIEVETS VALENTYNA MYKHOLAIVNA	- the chairman of public organization "Peremoga" Center for Public Activity

Appendix 2
to the order of the mayor
from December 13, 2017, № r-160-z

**Provisions about Working Group on elaboration
of the Plan of economic development of the city of Oleksandriya for 2018-2020 years**

1. The Working Group on the Development of the City of Oleksandriya Economic Development Plan (further - the Working Group) for 2018-2020 aims to form a qualitative, detailed plan for the city of Oleksandriya for 2018-2020.
2. The working group shall be guided by the current legislation of Ukraine, including the laws of Ukraine, resolutions of the Cabinet of Ministers of Ukraine, decrees of the President of Ukraine, decisions of the Oleksandriya City Council, its executive committee, the decisions of the mayor and these provisions.
3. The working group includes local self-government officials, representatives of business and industry, civil society institutions, city council deputies, and city dwellers.
4. The terms of reference of the working group include: forming in the established terms of the draft Plan of economic development of the city of Oleksandriya for 2018-2020; submission to the Executive Committee of the Plan of Economic Development of Oleksandriya for 2018-2020, adjustment of the Plan for the Consequences of the Review.
5. The working group shall be composed of the chairman, deputy chairman, secretary and members of the working group.
6. The head of the working group shall form the agenda of the meeting, convene and hold a meeting, according to its results, issue an order, sign the minutes of the meeting. The Vice Presidents of the Working Group convene and conduct a meeting in the absence of the chairman of the working group.
7. The secretary of the working group shall conduct and prepare the minutes of the meeting, make extracts from it. Members of the working group are obligated to participate in the meetings of the working group. Members of the working group have the right to make suggestions and additions to the Plan of Economic Development of Oleksandriya for 2018-2020.
8. A working group meeting is considered valid if more than half of the members of the working group are present. The meeting is formalized by the protocol. As a result of the meeting, decisions are made. A decision shall be deemed to have been taken if the majority of the members of the working group approved by him voted for it. The decisions of the working group are made in the form of annexes to the protocol. The decisions of the working group in the form of excerpts from the protocol are sent to the executive bodies of the city council.
9. Meetings of the working group are held as needed, but not less than every 2 weeks.
10. The working group shall cease its activities on February 15, 2018, or after exhaustion of powers - approval of the Plan of economic development of the city of Oleksandriya for 2018-2020 at the meeting of the executive committee.

The manager of affairs of Executive Committee

V. CHEBOTARYOV