



Mayors for
Economic Growth

Мери за Економічне
Зростання



EUROPEAN UNION INITIATIVE "MAYORS FOR ECONOMIC GROWTH"

Plan for Local Economic Development

THE UNITED TERRITORIAL SETTLEMENT
COMMUNITY OF NOVA BOROVA



«This Plan was prepared with technical support from the Mayors for Economic Growth initiative of the European Commission. It was reviewed by the experts of the World Bank and commended as good by the Mayors for Economic Growth initiative. Its content is owned by and remains the sole responsibility of the settlement council of Nova Borova.»

Ukraine May 2020

Preface

Dear countrymen!

The united territorial settlement community of Nova Borova was one of the first communities to unite in 2015.

Decentralization has a positive effect on community participation in solving local problems, providing greater powers and resources to local authorities, and provides for the responsibility of local authorities and awareness of community residents of their responsibility for the results of their activities and development.

Over the years of unification, the community of Nova Borova has made some achievements, many projects have been implemented that contribute to the development of infrastructure and improve the quality of life of the population. But we understand and clearly realize that the growing economy of the community of Nova Borova is the main condition for raising the living standards of our residents, solving socio-economic and environmental problems. Only economic growth creates new jobs, reduces unemployment, develops science, education, health care, sports, builds social infrastructure and increases the well-being of citizens. That is why the settlement council of Nova Borova joined the EU European Initiative "Mayors for Economic Growth" and developed this Plan for Local Economic Development.

Of course, the signing of this agreement was preceded by a preliminary study of the results achieved by the previously attached signatories to the Eastern European Partnership Agreement. The real results were achieved by those communities that managed to organize and accumulate their own efforts and direct them to concrete solutions to local problems. We understand that only the collaboration of the municipality with the residents of our community and actions in one direction are very important in order to become more competitive.

We see our community in the future as a self-sufficient, investment-attractive community with cultural and educated people. The community, in which the economic situation is gradually improving due to the development of traditional industries and the introduction of new economic activities. Our main goal is to create decent living conditions for the residents of the community at the level of European countries.

Therefore, we invite all interested private entrepreneurs, households, public organizations and local residents to join the implementation of the Plan for Local Economic Development.

With respect
Settlement Head

HRYHORII RUDIUK



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1.Summary

The united territorial settlement community of Nova Borova was formed by voluntary association of territorial communities of 1 urban-type settlement Nova Borova and 17 villages. There are 289 enterprises registered on the territory of the UTSC of Nova Borova, including 138 legal entities and 151 individual entrepreneurs. The leading industries in the UTSC are mining, stone processing, reinforced concrete, carpentry and garment. In the sectoral structure of agriculture, crop production is 50%, livestock - 50%.

The community sees participation in the EU initiative "Mayors for economic growth" as an effective mechanism that will intensify the dialogue with the business community and establish a partnership, lay the foundation of modern economic development of the territory given leading European experience.

The plan for local economic development is developed by the community for the first time, is a document of special purpose in the planning system.

During the development of the Plan, an analysis of the local economic structure and a SWOT-analysis were conducted, which revealed the strengths and weaknesses, opportunities and threats to the community. According to the analysis, the strengths of the community are the availability of land resources, minerals, labor resources (51%). Weaknesses – commuting, the lack of an Administrative Service Centre. The main opportunities of the community were identified as the development of recreational tourism, the growth of small and medium-sized businesses, and the threats - the curtailment of reforms in regional and local development.

Such preconditions determine that the greatest prospects for strengthening the local economy are to establish work with the investor, support entrepreneurs, develop a comprehensive scheme of the territory, create a recreationally attractive area. That allows to form the following vision and to define three main purposes, each of which provides the corresponding actions for achievement of local economic development of the united territorial settlement community of Nova Borova:

The UTSC of Nova Borova is a self-sufficient, investment-attractive community of cultured and educated people. The community, in which the economic situation is gradually improving due to the development of traditional industries and the introduction of new economic activities for which the community has the necessary resources and human potential.

Purposes:

1. Improving the local system of working with the investor;
2. Activation of entrepreneurship and economic activity of youth;
3. Development of "green" tourism in the UTSC of Nova Borova

2. List of tables and diagrams

Table 1: Action plan

Table 2: Funding scheme

Table 3: Indicators and monitoring mechanisms

Table 4: Analysis of local taxes and fees

Table 5: Classification by type of economic activity

Table 6: How the area is perceived by its inhabitants

3. List of abbreviations

Plan LED - Plan for Local Economic Development

LG - local government

LU - law of Ukraine

IE - individual entrepreneur

PE - private enterprise

LLC - limited liability company

UTSC - united territorial settlement community

ASC - Administrative service centre

EU - European Union

RSA - Regional state administration

WG - Working group

UNDP - United Nations Development Program

ATO - anti-terrorist operation

PO - public organization

FSLA - free secondary legal aid

SFRD - State Fund for Regional Development

LEDA - Local Economic Development Agency

MPP - mining and processing plant

JSC - Joint Stock Company

PC - Public Company

Km² - square kilometers

Km – kilometers

Ha – hectares

NBU - National Bank of Ukraine

v. Valki - the village of Valki

4. Introduction to the plan

The united territorial settlement community of Nova Borova is located in the north of the country in the Polissya area, in the central part of Zhytomyr region.

The climate of the UTSC of Nova Borova is temperate-continental, with humid summers and temperate winters. The annual rainfall is 631 mm. The relief is mostly flat. Sod-podzolic, swampy, sandy and loamy soils predominate. There are many natural springs on the territory of the community: the rivers Kraplya, Irsha, Trostyanytsia, Irshytsia, and the Irsha Reservoir has been built.

The subsoil contains a variety of minerals, including industrial mining (ilmenite - raw material for the production of titanium metal, its dioxide and other compounds; labradorite, gray-blue granite, iron ore, peat, clay, sand). The area of the forest fund is 3407 hectares. The forests are mixed and coniferous. Total land within the administrative-territorial unit is 18619 ha, including agricultural land – 8037,6 ha.

The territory of the UTSC of Nova Borova is 209,8 Km².

The administrative centre of the community is the urban-type settlement Nova Borova located - 60 km from the regional center of Zhytomyr (approximately less than an hour on the road by car). Distance to the capital of Ukraine, Kyiv, is 200 km (approximately 2 hours and 20 minutes of travel time by car). The distance to the nearest airport (Zhytomyr) is 70 km, to Zhulyany International Airport (Kyiv) – 212 km. On the territory of the community there is a road of international importance M-21 Vystupovychi-Mohyliv-Podilskyi, the same to the border of the Republic of Belarus – 120 km (approximately 1 hour 20 minutes of travel time by car).

The South-Western Railway with the Korosten-Zhytomyr connection runs on the territory of the community.

The population as of January 1, 2020 is 8552 inhabitants, men – 4338 (50,72%), women – 4214 (49,28%), children under 18 – 1829 (21,39%), pensioners – 2351 (27,49%). Thus, the number of working age residents is 51,12%.

Dominant migration flows: from the territory of the UTSC of Nova Borova – the able-bodied population goes abroad in search of income, to the regional center of Zhytomyr and the capital city of Kyiv.

Having favorable natural conditions, advantageous geographical location and the presence of a large share of able-bodied population, the UTSC of Nova Borova adopted a decision of the session of the settlement council of Nova Borova №1018 dated 15.08.2019 to join the European Union Initiative "Mayors for Economic Growth". The plan for local economic development is based on other program documents, in particular the Strategic plan and development of the UTSC of Nova Borova till 2020, the program of social and economic development, does not replace them, but complements and deepens.

The Plan for Local Economic Development is designed to participate in the Initiative "Mayors for Economic Growth". The Plan is not comprehensive and does not replace existing plans, the focus of this Plan is on private sector development to stimulate growth, development and employment. The goals and measures to achieve them meet the needs of the community, the purpose of the M4EG initiative and the purpose of the settlement council, so it was decided to join and intensify the work of the settlement council to cooperate and support private business initiatives.

Given that the standards of the Initiative provide for a constructive partnership, a working group was established consisting of representatives of local self-government, business entities, civil society organizations and the public.

The sources of funding for the plan for local economic development of the UTSC of Nova Borova are: the village budget, the state fund for regional development, grant funds, public-private partnership projects, private investments, donor funds.

5. The process of developing the plan for local economic development

The work was carried out under the terms of EU initiatives and methodologies "Mayors for economic growth."

By the order of the mayor from 28.04.2020 №45 / 02-03 the working group on development of the Plan of LED was created, which structure included 14 persons, from them government representatives – 5 persons, from PO – 2 persons, from business – 7 persons.

The most active entrepreneurs and public activists who took the initiative to write the Plan LED were included in the working group. Of course, when forming the group, gender issues were also taken into account – 5 women are in the group. Also, the group is formed taking into account the age balance and contains representatives of different age categories – from 27 to 60 years.

During the work 3 meetings of the working group were held. During the planning, the working group analyzed the state of the economy, factors of community development, identified the main goals of economic development in accordance with the vision, developed an action plan based on funding sources. An online survey was conducted on the community's website (389 respondents took part in it). So we identified the main factors hindering community development, that is: lack of information about the community outside, lack of entrepreneurship of community residents, lack of self-realization, lack of foreign investment. The main problems of the community were discussed with entrepreneurs; the state of cooperation between business leaders; they provided a brief analysis and report of their enterprises.

The first meeting of the WG was introductory, the basic principles of the M4EG initiative and the methodology of economic planning were presented. There was also an agreement on the collection of information on the current state of the local economy and the competitive position of the community.

At the second meeting of the WG, the collected socio-economic data, as well as the results of the UTSC business survey were presented and discussed. Based on the results of the discussion of objective data, a SWOT-analysis was made and priority areas of community development were identified with the formation of specific actions and projects. Based on the collected information, a vision of local economic development was formed, its priorities, operational goals of the Plan were determined and perspective projects (measures) of local development were discussed.

At the last stage of the LED Plan development, the WG members agreed on an action plan for its implementation and distributed the projects among the executors and those responsible in order to achieve effective interaction during the implementation of the Plan.

The development process took place constructively, transparently, on democratic principles.

6. Analysis of the structure of local economics

6.1. Analysis of the structure of local economics

The analysis of the local economic structure was conducted on the basis of official statistics of the UTSC of Nova Borova, discussions with representatives of the regional administration and the results of a survey of business and community representatives.

The structure of the local economy is determined by agricultural enterprises, stone processing and stone mining enterprises, industrial production and services.

There are 289 enterprises registered on the territory of the UTSC of Nova Borova, including 138 legal entities and 151 individual entrepreneurs.

The number of enterprises of legal entities is 47.75% of the total number of business entities, namely: agriculture – 6.2%, industry – 21.3%, construction – 1.68%, wholesale and retail trade – 5.3%, sphere of services of different orientation – 13.27%.

Number of individual entrepreneurs is 52.25% of the total number of entities, namely agriculture – 1.62%, industry – 10.14%, wholesale and retail trade – 38.1%, services of various kinds –

Plan for local economic development The united territorial settlement community of Nova Borova 2.39%. Classifying the enterprises of the community according to their size and annual turnover, we draw conclusions: on the territory of the UTSC of Nova Borova there are 2 large enterprises, 2 medium enterprises, 6 small enterprises, and 280 micro enterprises.

Trade services are provided by 98 outlets, including 84 shops, 3 gas stations, 5 pharmacy kiosks and pharmacies, 5 catering establishments with 380 seats. Households services are provided: hairdressing, repair of footwear, clothes, equipment, repair of cars, photo studio, ritual. Notary, lawyer, and an insurance agency services are also provided.

Industrial production on the territory of the community is represented by stone-mining, stone-processing enterprises and shops, production of building materials (reinforced concrete and joinery metal profile pipes), garments. There are 70 industrial enterprises.

As titanium ores are present in the territory of the community of Nova Borova, two mining plants - LLC "Valky-Ilmenit" and LLC "Mezhyrichensky GOK" have a significant impact on the economic development of the community. Combines are the largest payers of land rent (70.7% of total land rent from legal entities). The plants are part of the titanium business of Group DF.

A large part of the territory of the community of Nova Borova consists of agricultural lands, which plays an important role in the development of this industry. In the sectoral structure of agriculture, crop production is 50%, livestock – 50%. Agricultural enterprises specialize in the cultivation of cereals, perennial grasses and beef cattle.

Large industrial producers have a significant impact on the economic development of the community, actively using land and human resources. However, their impact poses a certain threat to the community, as there is a risk of reducing land use, as their activities result in the destruction of the fertile land, and increase the area of quarries.

Over the past 2 years, 5 new enterprises have appeared on the territory of the UTSC of Nova Borova: 2 outlets, 3 agricultural enterprises, due to which 42 additional workplaces have been created. Low activity in the creation of new enterprises requires the process of intensifying entrepreneurship and economic activity of young people.

The community of Nova Borova is actively involved in writing projects to attract investors to the community. Local authorities provide information to the Regional State Administration of Zhytomyr on investment-attractive plots and premises. The community of Nova Borova participates in the competition "Golden Plot". But all these actions are fruitless. Therefore, within the framework of the M4EG initiative for 2 years, it is planned to improve the local system of working with investors.

The community of Nova Borova has a significant number of places for recreation and leisure, which are potentially attractive for tourists. On the territory of the community in the village of Stary Bobryk, village Valky passes the Irsha River with a total length of 136 km, which flows into the Irsha Reservoir near the village of Nova Borova. On the banks of the river Irsha in the village of Stary Bobryk since 2005 the annual festival "Big Kazan" has been held for motorcycle enthusiasts accompanied by rock performers. Every year the festival hosts more than 2,000 vacationers from all over Ukraine and abroad. In 2019, the first youth sports festival RiverFest was held, which was attended by about 200 children and youth of the community of Nova Borova, neighboring communities and the region. In 2020, the settlement council purchased 2 kayaks. On weekends, anyone can try to learn to row. In the summer, about 300 people from neighboring communities and the region come to the Irshansky Reservoir for camping holidays.

At the same time, the problem of the tourism industry in the community of Nova Borova is the lack of quality information on the tourist opportunities of the community, as well as the insufficiently equipped recreation area. In order to increase the flow of tourists and visitors to the community of Nova Borova, it is necessary to create a quality promotion and advertising of the tourist potential of the community by disseminating advertising information on the Internet; to equip a recreational and attractive area of the river Irsha with places for rest, changing rooms, dry toilets, to hold the annual

Plan for local economic development The united territorial settlement community of Nova Borova sports festival RiverFest, with youth discos, and a motorcycle festival "Big Kazan" with rock performers.

6.2. Cross-sectoral cooperation and interaction at the local level

Cross-sectoral cooperation in the UTSC of Nova Borova is fragmentary, i.e. it involves cooperation not on a permanent basis and certain principles, but to solve single, unrelated tasks. To discuss social problems in the UTSC of Nova Borova, public hearings are held at the general meeting.

At creation of the inclusive resource center of Nova Borova which accepts children from all area, for its maintenance municipal cooperation with Irshansky settlement UTC, Khoroshiv settlement UTC, Khoroshiv RSA is reached.

In general, local cooperation is mainly aimed not at achieving local economic development goals, but at addressing certain current issues of community life, such as improving and developing local infrastructure, landscaping, maintenance and development of utilities and more. An example of such cooperation between the government and business is the provision of cobblestones by the stone processing enterprises of the community for the arrangement of community improvement. Farmers install bus stops and repair the dam. Providing various types of charitable assistance, especially in the period of quarantine during a pandemic. The facilitator of this cooperation is the local government, at the same time the initiators of the projects are various participants.

There are 6 public organizations on the territory of the community, which represent the interests of various spheres of community life, with which an effective system of cooperation and interaction has been established. The settlement council actively cooperates with all community organizations, there is a systematic exchange of information, joint activities and comprehensive support. Active cooperation takes place with the PO "Nova Borova Union of Participants and ATO Veterans". During the three years of its existence, this organization, with the support of UNDP in Ukraine and the settlement council, has implemented several successful projects in the community, namely: creating safe areas in the community, creating online support for citizens FSLA, opening youth "HAB security and free space" the settlement council of Nova Borova, opening of the first police station in the Zhytomyr region, opening of the center "Social HAB" to combat violence. In 2020, with the support of the GURT Resource Center, it is planned to create a Citizen Safety Center. The interaction between the settlement council and public organizations makes it possible to attract additional grant funds for the implementation of social projects, while increasing the support of residents and the attractiveness of the community.

In 2019, according to the regulations on the public budget (participation budget) of the UTSC of Nova Borova, residents of the community actively participated in writing projects. Local authorities held training seminars on project submission and implementation in Starostyn districts and the settlement of Nova Borova. Out of 22 submitted projects, 8 projects were supported for the total amount of UAH 189,11 thousand. The successful implementation of this project has significantly increased the level of trust in local authorities, understanding of the peculiarities of local government and the activity of citizens.

In 2018, the community of Nova Borova joined the UNICEF Child and Youth Friendly Community initiative. This made it possible to promote the integrated interests of children and youth by coordinating the efforts of all departments, structures and participants. Strengthened the participation of children and youth in community life. To activate the spirit of entrepreneurship in children and young people and provide knowledge on creating and running their own business, within M4EG it is planned to create a School Entrepreneurship Center on the basis of the Lyceums of Nova Borova.

A lot of work is being done by the settlement council to consolidate the community, but it is not systemic. There are currently no business support institutions in the community. Therefore, within the

Plan for local economic development The united territorial settlement community of Nova Borova framework of the M4EG initiative for the development of cooperation between government and business, it is planned to create a council of entrepreneurs, start celebrating Entrepreneur's Day and hold round tables. Which will help support business, faster mutual response to needs and increase the level of mutual trust.

6.3. Transparent, free from corruption administration that promotes business development

In its activities, the community of Nova Borova tries to meet the following principles: transparency, non-perception of corruption and focus on the needs of residents and businesses as customers of services and taxpayers. To prevent possible corruption, vacancies are filled on a competitive basis, with public announcements. Maximizing the transparency of the public procurement process and ease of access, procurement carried out by the UTSC of Nova Borova is carried out through the ProZorro system, about the possibilities of which (both in terms of tracking procurement and submitting your own application) the community is informed.

The community has an official website <https://www.novoborivska-gromada.gov.ua> where draft regulations are posted for discussion. Composition of the executive committee, deputies of the settlement council. Decisions of the executive committee and sessions, annual procurement plans with changes are also constantly posted on the official website of the community. Information stands and bulletin boards with information that is constantly updated are placed in the premises of the settlement council and on the territory of the community. Free public access to information on the activities of the village council is the main factor of transparency and the most effective method of combating corruption on the ground. The community also has its official Facebook page - "The united territorial settlement community of Nova Borova".

Proposals boxes have been set up so that residents and businesses can submit their comments and suggestions on any issues related to the activities of the settlement council. Representatives of business and the public have the opportunity to participate in meetings of sessions, working groups, commissions of the settlement council.

The problem of the community is the lack of the Administrative Services Centre. The ability to obtain many services on site would greatly simplify the procedure for businesses and residents, increase local budget revenues, and reduce time costs. Therefore, the settlement council found the premises and developed design and estimate documentation for repair work to create ASC, prepared and submitted for competitive selection project for funding from the Program "U-LEAD with Europe".

For greater openness and informing businesses about community opportunities, available land and premises or property complexes, the settlement council sees the need to prepare a quality community investment passport and publish it on the community website. As the community budget is not sufficient to independently invest in business development, the preparation of investment proposals and their publication on the website will provide information not only to local business communities, but also to potential investors from other communities or regions.

6.4. Access to funding

The UTC budget is formed in accordance with the Budget Code of Ukraine and is included in the consolidated state budget of Ukraine.

The structure of own tax revenues consists of: personal income tax - 34%, of the total amount of own revenues, property tax – 51%, single tax – 11% and other own revenues.

The settlement council of Nova Borova actively attracts funds from state resources, donor programs and private capital to implement the construction of infrastructure facilities. One of which is the State Fund for Regional Development. During the years of decentralization, several projects were implemented at the expense of the State Fund for Rural Development and co-financing from the local

Plan for local economic development The united territorial settlement community of Nova Borova budget, namely the thermal rehabilitation of lyceums and kindergartens, totaling UAH 22407,715 thousand. A number of projects were implemented at the expense of a subvention for the development of infrastructure of united territorial communities and co-financing from the local budget: reconstruction and overhaul of roads and premises, purchase of equipment, construction of sports grounds, for a total of 220369,5 thousand UAH.

In cooperation with international donor organizations and institutions, more than UAH 2 million was attracted for the implementation of grant projects.

A branch of Oschadbank JSC is located on the territory of the community. The municipality will be informed about the dialogue with the bank's representatives, and if there are programs that may be interesting and useful for residents and small businesses.

For small businesses in the community, the problem of attracting additional resources is extremely acute, as there is often no material basis for providing collateral; the business is conducted in the status of an entrepreneur, so there is no financial documentation and reporting necessary for banks. In addition, high credit rates and market risks, and hence the ability to repay loans. Therefore, loans are taken by export-oriented enterprises that receive revenue in foreign currency and are thus insured against currency fluctuations. The business mainly uses short-term bank loans to cover cash gaps, and relies on internal resources and loans from colleagues and friends. The settlement council has no influence on the country's financial and credit system and does not have the financial resources to form significant programs of financial support for business at the local level. In the Zhytomyr region there is a mechanism for providing financial support to small and medium enterprises, namely partial reimbursement from the regional budget of interest rates on loans raised by small and medium enterprises for business projects. In order to provide broad state support for investment projects for Ukrainian micro and small enterprises, the state program "Affordable Loans 5-7-9%" has been introduced, as well as free training for start-up entrepreneurs to increase their business competencies and improve the prospect of creating a successful business project.

The website of the community of Nova Borova covers programs and projects of state and regional support for entrepreneurship. Within the framework of the M4EG initiative, information support of local private business is provided for the establishment of the Local Economic Development Agency; on the community website to cover information on available regional, state support programs, grant support for micro, small and medium businesses and other donors.

6.5. Land resources and infrastructure

The united territorial settlement community of Nova Borova is located in the Polissya area. The road of state importance M-21 Vystupovychi-Mohyliv-Podilskyi passes through the territory of the community, which increases the mobility of the population, ease of doing business and increasing investment attractiveness. The South-Western Railway with the Korosten-Zhytomyr connection runs on the territory of the community. The station of Nova Borova provides passenger transportation and provides entrepreneurship in the import and export of products, which significantly increases the investment attractiveness. The railway transportation of the enterprise is actively used: the Lower warehouse "Turchynets forestry", LLC "Valky-Ilmenit" and LLC "Mezhyrichensky MMP".

There are many natural springs in the community, the water fund of the territory occupies 618,44 hectares. The Irsha Reservoir was built - one of the largest in the Zhytomyr region, from which the central fence for technical and drinking needs of the population and enterprises in the settlement of Nova Borova is carried out. Reconstruction of treatment facilities in the amount of UAH 1102,7 thousand was carried out under the program "Drinking water of Ukraine". In other settlements of the community, water is taken independently from their own wells, which significantly reduces the attractiveness of investment sites, because often the investor requires the withdrawal of centralized water supply.

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The area of the forest fund is 3407 hectares, which is actively used by entrepreneurs for export and import of wood, namely: alder, oak and pine. Energy supply in the united territorial settlement community of Nova Borova is provided by public JSC Energy Supply Company "Zhytomyroblenergo". Customer service is provided by Khoroshivsky area of electrical networks. Only the settlement of Nova Borova is partially provided with street lighting, there is no lighting in all other settlements. Therefore, there is an urgent problem of restoring street lighting.

Regarding communal infrastructure, local entrepreneurs are generally satisfied with the level of related services. The condition of the roads in the community, the lighting of rural settlements, the development of the sewerage network and the waste sorting system need further improvement. According to the master plan of the settlement of Nova Borova, an investment site with an area of 15 hectares with energy supply, a regional road with a hard surface, the connection Nova Borova-Yosypivka, 1,1 km to the road of international importance Vystupovychi-Mohyliv Podilsky was developed. However, the investment site is unattractive in the absence of centralized water supply and sewerage. The identified 15 hectares is insufficient area for a potential investor.

The territory of the community covers an area of 209,8 Km². The subsoil contains a variety of minerals, including industrial mining (ilmenite, labradorite, gray-blue granite, iron ore, peat, clay, sand). Agricultural lands occupy 9722,4868 ha, of which 3300,8111 ha are agricultural lands of state importance, 6421,6757 ha are distributed agricultural lands. Demand for land is constantly growing from both individuals and legal entities. Thanks to open mechanisms for providing land (consideration of citizens' appeals and decision-making at open sessions of the council), the residents of the community legally receive land plots for personal farming. 302 hectares of land were provided to individuals, who in turn leased it to landlords. A significant part of the agricultural land fund is leased from micro and small enterprises. 2842 hectares are leased. lands of non-inherited and unclaimed shares of agricultural significance. The largest tenant in the community is PE "Farm Service", lease agreements have been concluded for non-inherited shares with an area of 258,57 hectares, and for unclaimed land plots of 220,57 hectares. The vast majority of land is currently in use. Business demand for land is mostly satisfied.

For more expedient work and increase of receipts to the local budget, the plan of economic development of carrying out monetary valuation of the earths is provided. Transfer of stock lands through land auctions (auction) for the sale of lease rights, for the rational use of land. This testifies to the open and transparent activity of local authorities, which is positively perceived by investors. Acquisition of land in ownership or lease on the terms of the auction provides in a short time of registration of documents for obtaining land for use.

However, there is still no information on the monetary valuation of vacant land owned by the community, so there is a need to renew the monetary valuation of land resources. Therefore, it is planned to conduct an inventory of available resources - land and property, to determine their purpose and to form investment proposals so that local businesses understand the potential for development.

6.6. Legal and institutional framework

The united territorial settlement community of Nova Borova operates on the principles of publicity, openness and transparency. The village council exercises a relatively small amount of regulatory powers, which is to set rates of local taxes and fees, real estate tax, land tax, land derogation, single tax, tourist tax, transport tax. Relevant decisions of the settlement council are usually made, in accordance with the procedures provided for in the legislation on regulatory activities, with the preparation of regulatory impact analysis and public discussion, and, as a rule, ensure that the position of both local authorities and business and the community is taken into account.

However, one of the troubling issues for entrepreneurs is the process of registering a business, which requires a large number of documents and time. The current situation negatively affects the initiative of new entrepreneurs, who become more passive due to the large number of barriers.

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Effective cooperation has not been established between the institutions, as a result of which the time for entrepreneurs to obtain the necessary permits is increasing. Therefore, in order to improve the legal and institutional framework, it was decided to create a ASC. This will significantly reduce the negative impact of administrative over-regulation. The settlement council plans to accelerate the establishment of ownership or use of land by transferring these functions to them when forming the ASC. Provide information on the community website on the provision of administrative services and reduce the time required for approvals.

In terms of impact at the local level: the lack of quality urban planning documentation in the community creates problems for business. This creates many problems, in particular for business, and corruption, and business wants to see predictable and clear building rules. Therefore, the M4EG initiative envisages the development of integrated spatial planning of community areas, which will provide community areas as a tool for integrated management in the field of land use, establishing their purpose, zoning and identifying areas for its sustainable development. Provide a real link between socio-economic development programs and spatial planning documentation, and create a transparent and non-conflicting mechanism for taking into account public and private interests through transparent public discussions.

Communication with entrepreneurs made it possible to understand that they lack legal knowledge, basics of marketing, and little awareness of business support programs. Therefore, one of the tasks of the village council is to support entrepreneurship, namely assistance in finding government and grant projects to support business, organizing training seminars for entrepreneurs and active youth to run and start their own business.

6.7. Skilled labor resources. Inclusiveness

The total population of the UTSC of Nova Borova is 8552 people, working age 4372 people. The number of employees at enterprises, institutions, organizations of all forms of ownership is 1107 people, which is 25,3% of the total percentage of residents of working age in the community. 7% work in the neighboring community in JSC "Irshansky Mining and Processing Plant" and LLC "Mezhirichensky Mining and Processing Plant". The main employment of the population in the community is involved in stone processing, stone mining, service provision and agriculture. There are not many offers from employers working in the community, so the migration rate is 5%, the population mainly works in the following countries: Poland, Italy, the Czech Republic, Germany, Finland.

The officially registered unemployment rate is about 5%. The UTSC of Nova Borova cooperates with Khoroshiv District Employment Center. The Employment Program of the population of the UTSC of Nova Borova for 2020-2021 has been approved. Employees of the Employment Center and local authorities hold working meetings to discuss the implementation of the State Employment Service Program for vocational guidance of student youth. The district employment center is constantly working to create new jobs and reduce the number of unemployed. The website of the Employment Center and its Facebook page constantly post announcements about the required specialists. Work is also underway to improve the skills and retrain of unemployed professionals.

The educational sector in the community is represented by preschool educational institutions (6 institutions) and general education institutions (4 institutions), local residents receive vocational education outside the community, in large cities of Ukraine. Most of them do not return to the community after getting an education, the reason for this is the choice of unclaimed professions in the community, lack of proper conditions for comfortable living, etc.

Therefore, the community of Nova Borova needs to develop its economic potential by attracting investors and opening new enterprises. To save human capital, provide local businesses with skilled labor. To create preconditions so that after receiving professional education, the residents of the community return to work in the community, have prospects for themselves and their children. This

Plan for local economic development The united territorial settlement community of Nova Borova was stated in the formation of the vision in the development of the community economic development plan.

6.8. External positioning and marketing

The community pays great attention to the formation of a positive image of the community both among residents and in the foreign market. The head of the community, a member of the board of the Association of United Territorial Communities, the head of the platform "Legislation for UTC", often participates in conferences, TV and radio programs, gives interviews to newspapers promoting the community. Other specialists of the village council, the department of culture, and library staff took part in radio broadcasts and were published in newspapers.

The community of Nova Borova actively participates in state and grant programs. In 2014 and 2015 she won the competition "Best Practices of Local Self-Government". During the years of decentralization with the help of state support, cooperation with the Agency for Local Economic Development, implemented projects with UNDP provided The community of Nova Borova with the opportunity to repeatedly shine in promotional videos, which ensured significant community advancement.

On a regular basis, representatives of the community of Nova Borova take an active part in seminars and trainings, which are held with the support of international organizations. Representatives of other UTCs and cities in Ukraine usually gather at such trainings, which to some extent makes these events the starting point for raising community awareness.

In 2017, a lot of painstaking work was done to create its own unique symbols – the flag and coat of arms. But the community of Nova Borova does not produce brochures and promotional materials, which significantly slows down the community's progress. After the survey, 17.1% of community residents believe that community development is needed to raise awareness about the community.

Therefore, within the framework of the M4EG initiative, it is planned to create its own brand and logo to improve the investment attractiveness of the community and visibility among other regions. To increase the competitiveness of local goods, namely to develop a community investment passport and create a catalog of local entrepreneurs and products.

6.9. Impact of COVID-19 on local economic development

The COVID-19 pandemic came as a big shock to the global and European economies as well as to individual municipalities. The application of restrictive anti-epidemic measures aimed at preventing the spread of coronavirus has negatively affected the local budget of our community. The direct impact on the economic condition of the community was the abolition of the single social contribution for individual entrepreneurs, namely the tax on real estate and land, according to the Law of Ukraine "On Amendments to the Tax Code of Ukraine and other laws of Ukraine to support taxpayers for the period aimed at preventing COVID-19 ". During the quarantine period, the community budget lost about UAH 2.8 million, which is 8% of the revenue part of the settlement budget excluding transfers. The largest losses from income from land lease, the budget of UTC suffered from the largest tenants, namely: LLC "Mezhirichensky GOK", LLC "Valky-Ilmenit", PE "Pharm Service".

The pandemic has had a negative impact on micro and small enterprises. Due to the quarantine regime, some of them were forced to cease their activities and even reduce their working staff. After all, not everyone is able to take an interest-free loan from the state for 6 months for targeted use. This in turn has led to an increase in the number of unemployed in the community. Due to the closure of schools and kindergartens, parents are forced to take special leave, work remotely or even resign. Food prices have risen, leading to a decline in public confidence in local authorities and the government as a whole. In order to provide support to citizens who find themselves in a difficult situation at such a

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difficult time, the employment center has shortened the procedure for granting unemployment status and increased the amount of benefits for the quarantine period, according to the Board of the Compulsory State Social Insurance Fund.

Quarantine restrictions caused by COVID-19 stopped cultural activities in the community. Restrictions on public holidays and festivals have had a negative impact on both the community's economy and the flow of tourists.

7. SWOT-analysis

Based on the analysis of the local economic structure of the united community, available local resources and opportunities, the following SWOT-analysis is proposed, which allows to identify the relationship between "internal" (strengths and weaknesses) and "external" (opportunities and threats) factors, and is of great importance for the development of the economic potential of the community.

Strengths	Weaknesses
<ul style="list-style-type: none"> - Availability of land resources attractive to investors; - The presence of minerals, including in stocks for industrial use; - Availability of working production and agricultural enterprises; - Local labor resources have skills in production and agriculture; - Developed network of passenger and freight transportation (cars, railways); - Existence of experience of cooperation with LED projects. 	<ul style="list-style-type: none"> - Limited jobs for community residents, unemployment, migration; - A narrow range of production and agricultural activities of enterprises; - Recreation infrastructure is not developed (parks, squares, playgrounds, recreation areas); - lack of ASC; - Low incomes and low solvency.
Opportunities	Threats
<ul style="list-style-type: none"> - The growth of demand for food (including environmentally friendly products) on the world market will stimulate the development of agriculture; - Further integration with the EU; - Development of recreational tourism; - Carrying out reforms and decentralization of power; - Development of small and medium business; - Attracting domestic and foreign investment. 	<ul style="list-style-type: none"> - Collapse of the necessary reforms in the field of regional and local development; - Exacerbation or continuation of the military conflict in the east; - Corruption in government; - Negative changes in tax legislation; - Increase in the cost of energy; - Outflow of youth and qualified personnel; - Pandemics and quarantine restrictions caused by them; - Destruction of forests, littering of rivers.

8. Vision and goals

The vision and goals of economic development of the community correspond to the developed and approved strategy of community development, not duplicating it, but only supplementing it. The working group decided to use the most of the community's strengths and capabilities.

Vision:

The UTSC of Nova Borova is a self-sufficient, investment-attractive community of cultured and educated people, in which the economic situation is gradually improving due to the development of traditional industries and the introduction of new economic activities for which the community has the necessary resources and human potential.

Purposes:

- 1. Improving the local system of working with the investor;**
- 2. Activation of entrepreneurship and economic activity of youth;**
- 3. Development of "green" tourism in the UTSC of Nova Borova.**

9. Action plan

In order to create an effective action plan for the creation of successful local economic development, a realistic assessment of the local situation, available resources, working business and the interests of the community was taken into account; the main goals and actions of their achievement over a certain period of time, cooperation partners and projected costs for their implementation are defined, with the expected results and indicators according to which the implementation of the Plan's actions will be monitored.

Table 1: ACTION PLAN

Thematic block	The main goals	Actions / Project ideas	Duration (start-end)	Participating partners	Planned costs (UAH / EUR)	Results	Indicators for monitoring
1. Cross-sectoral cooperation and interaction at the local level 2. Transparent, corruption-free administration that promotes business development 3. Qualified labor resources, inclusiveness 4. Regulatory and institutional structure	1. Activation of entrepreneurship and economic activity of youth;	1.1. Establishment of the Administrative Service Center	01.01.2021-31.06.2021	U-LEAD with Europe, the UTSC of Nova Borova	2875300/97040	ASC was established	Number of provided administrative services not less than 200 units / month. The level of satisfaction of residents with the provision of administrative services increased by 40%.
		1.2. Creating a council of entrepreneurs	01.03.2021-01.04.2021	The UTSC of Nova Borova	30/1,01	A council of entrepreneurs has been created.	The board of entrepreneurs includes at least 20 businessmen.
		1.3. Creating a web resource for entrepreneurs about opportunities for financial support of	01.02.2021-30.03.2021	The UTSC of Nova Borova	30/1,01	We have a quality informational web resource that is interesting for business and	The modern website is filled with at least 5 news items a month.

		government and grant projects				investors.	
		1.4. Providing start-up entrepreneurs and active youth with information and educational support for the development of their own business. Conducting training events (seminars).	01.02.2021-31.11.2022	The UTSC of Nova Borova	50000/1688	Training seminars with information for start-up entrepreneurs were held. Awareness has been raised about starting and running your own business.	6 seminars were held. 45 young entrepreneurs are involved. Residents of the community know how to start their own business. Increase in the number of new entrepreneurs by 2% per year.
		1.5. Creation of a school entrepreneurship center on the basis of the Lyceum of Nova Borova	01.01.2021-31.12.2022	The UTSC of Nova Borova	600000/20332	A school entrepreneurship center has been established. Training courses aimed at developing entrepreneurial skills in young people have been introduced in schools.	The center provides sewing services, 3D printing, vacuum printing. Conducted 6 trainings on business skills. The number of students involved in school entrepreneurship is at least 20.
		1.6. Starting the celebration of the Day of the Entrepreneur and holding	01.06.2021-01.10.2022	The UTSC of Nova Borova	40000 / 1355	Entrepreneur's Day was held in the community. A round table meeting	At least 30 entrepreneurs are involved. Cooperation between government and

		round tables.				between the government and business was held.	business has increased by 40%.
5. Access to finance 6. Land resources and infrastructure	2. Improving the local system of working with investors;	2.1 Development of the brand and logo of the UTSC of Nova Borova (for use by local producers) and its promotion	01.01.2021-31.12.2021	The UTSC of Nova Borova, private sector	400000/13500	Brand and logo developed The image of the community has been improved at the national and international level.	At least 20 entrepreneurs are ready to produce their products under the brand of the community.
		2.2 Development of a community investment passport	01.06.2021-01.09.2021	The UTSC of Nova Borova, businessmen	30/1,01	The community investment passport has been created.	The passport contains at least 10 current investment proposals.
		2.3 Creating an information catalog of local enterprises and their products on the Internet portal	01.09.2021-31.12.2021	The UTSC of Nova Borova, businessmen	30/1,01	A catalog of enterprises has been created and posted on the Internet portal.	The number of entrepreneurs is at least 25, and at least 75 of their products are posted on the information Internet portal.
		2.4 Development of a comprehensive plan for spatial development of the community	01.01.2022-31.12.2022	The UTSC of Nova Borova, private sector	600000/20332	Urban planning documentation of the community has been created. Transparent activities of local authorities	The number of satisfied entrepreneurs and community residents increased by 50%.

						are carried out. Public and private interests are taken into account.	
		2.5 Conducting a monetary valuation of land	01.01.2021-01.06.2021	The UTSC of Nova Borova	400000/13500	Technical documentation on normative-monetary assessment has been developed. The payment of land tax and rent for land has been streamlined.	Revenues from land tax and rent to the local budget have increased, not less than 5%.
		2.6. Transfer of stock lands by conducting land auctions (auction) for the sale of lease rights in connection with the rational use of land	01.01.2021-31.12.2022	The UTSC of Nova Borova, bidder	30/1,01	Land was provided for agricultural development.	Number of auctions not less than 5 per year, receipt of funds to the local budget from the sale of land lease.
7. External positioning and marketing	3. Development of "green" rural tourism in the UTSC of Nova Borova	3.1 Creation of promotion and advertising of the tourist potential of the Community	01.06.2021-01.09.2022	The UTSC of Nova Borova	30/1,01	Developed and posted information about the recreationally attractive area of The UTSC of	Information in the current state is posted on at least 5 web resources.

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						Nova Borova.	
		3.2 Creation of a recreationally attractive zone of the Irsha River at the expense of landscaping facilities	01.04.2021-01.08.2022	The UTSC of Nova Borova, private partners, donors	1000000/33750	An attractive place for recreation of citizens has been created increasing the number of tourists.	Number of visitors. At least 200 visitors a month. 5 services are provided.
		3.3 Conducting a youth sports festival "RIVER FEST", motorcycle festival "Great Kazan"	01.06.2021-30.08.2021 01.06.2022-30.08.2022	The UTSC of Nova Borova, private partners	100000/3376	Festivals were organized and held.	Number of festivals held (at least 2 festivals per year).

10. Funding scheme

Implementation of the tasks and measures of this Plan requires UAH 4725450 / EUR 159482. Funding will be provided from the village budget, as well as from private partners and international donor organizations. The projected amounts of funding for the tasks and activities provided for in the Action Plan are shown in Table 1. Calculations in the funding scheme are presented in two currencies - hryvnia and euro. The euro at the NBU exchange rate as of May 28, 2020 is UAH 29.51 per 1 euro.

Table 2: FUNDING SCHEME

Actions / Project ideas	Planned costs (UAH / EUR)	Sources of funding				Lack of funding	Notes
		Local budget	Higher level budgets	Private sector	Donors		
1.1. Establishment of the Center for Administrative Services	2875300/ 97040	1375300/ 46416	-	-	1500000/ 50624	-	Due to a subvention for infrastructure development. U-LEAD program with Europe.
1.2. Creating a council of entrepreneurs	30/1,01	30/1,01	-	-	-	-	
1.3. Creating a web resource for entrepreneurs about opportunities for financial support of government and grant projects	30/1,01	30/1,01	-	10000/ 339	-	-	
1.4. Providing start-up entrepreneurs and active youth with information and educational support for the development of their own business. Conducting training events (seminars)	50000/1688	40000/ 1349	-	10000/ 339	-	-	
1.5. Establishment of a school entrepreneurship center on the basis of the Lyceum of Nova Borova	500000/ 20332	425000/ 17790	-	75000/ 2542	-		

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1.6. Starting the celebration of the Day of the Entrepreneur and holding round tables.	50000/ 1688	25000/ 844	-	25000/ 844	-		
2.1. Development of the brand and logo of the UTSC of Nova Borova (for use by local producers) and its popularization	400000/ 13500	200000/ 6750	-	50000/ 1688	150000/ 6750		
2.2. Development of a community investment passport	30/1,01	30/1,01	-	-	-		
2.3. Creating an information catalog of local businesses and their products on the Internet portal	30/1,01	30/1,01	-	-	-	-	
2.4. Development of a comprehensive plan for spatial development of the community	600000/ 20332	500000/ 20332	-	100000/ 3389	-	-	
2.5. Conducting a monetary valuation of land	400000/ 13500	200000/ 6750	-	-	200000/ 6750	-	At the expense of the means arriving to the settlement budget in the order of compensation of losses of agricultural and forestry productions
2.6. Transfer of stock lands by conducting land auctions (auction) for the sale of lease rights in connection with the rational use of land	30/1,01	30/1,01	-	-	-	-	The costs of organizing the lottery are reimbursed by the winner of the tender

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3.1. Creating promotion and advertising of the tourist potential of the Community	30/1,01	30/1,01	-	-	-	-	
3.2. Creation of a recreationally attractive zone of the Irsha River at the expense of landscaping facilities	1000000/ 33750	700000/ 23721	-	100000/ 3389	200000/ 6750	-	
3.3 Conducting a youth sports festival "RIVER FEST", motorcycle festival "Great Kazan"	100000/ 3376	50000/ 1688	-	50000/ 1688	-	-	
Total	5975480/ 202490	3515480/ 119128		410000/ 13894	2050000/ 69468		

Table 3: INDICATORS AND MONITORING MECHANISMS

Actions / Project ideas	Duration (start-end)	Expected results			
		from the 1st to the 6th month	from the 7th to the 12th month	from the 13th to the 18th month	from the 19th to the 24th month
1.1. Establishment of the Administrative Services Center	01.01.2021-31.06.2021	Completion of the reconstruction of the premises	Installation of furniture, IT equipment and software.	Staff training	Provision of administrative services by the ASC to residents of the community and business
1.2. Creating a council of entrepreneurs	01.03.2021-01.04.2021	Formation of a council of entrepreneurs from interested	Functioning of the council. Solving troubling issues of entrepreneurs	Functioning of the council. Solving troubling issues of entrepreneurs	Functioning of the council. Solving troubling issues of entrepreneurs
1.3. Creating a web resource for entrepreneurs about opportunities for financial support of government and grant projects	01.02.2021-30.03.2021	Creating a column on the information portal of the UTSC of Nova Borova	Placement in the section of articles information about the possibility of raising funds	Administration of a modern web resource	Administration of a modern web resource
1.4. Providing start-up entrepreneurs and active youth with information and educational support for the development of their own business. Conducting training events (seminars).	01.02.2021-31.11.2022	Creating an information portal for the development of their own business.	Conducting seminars. Making guidelines for developing your own business.	Conducting seminars.	Conducting seminars. Additions with changes in methodical recommendations for development of own business.
1.5. Creation of a school entrepreneurship center on the basis of the Lyceum of Nova Borova	01.01.2021-31.12.2022	Establishing relationships with teachers and uniting willing young people to gain knowledge in running their own	Providing training for students to run their own business	Providing young people with the necessary materials and equipment. Setting up production	Functioning of school production. Holding a fair of manufactured products.

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		business			
1.6. Starting the celebration of the Day of the Entrepreneur and holding round tables.	01.05.2021-30.09.2022	Holding round table meetings. Establishing relations between government and business	Celebration of the Day of the Entrepreneur on September 5, 2021. Holding round table meetings. Establishing relations between government and business	Holding round table meetings. Establishing relations between government and business.	Celebration of the Day of the Entrepreneur on September 4, 2022. Holding round table meetings. Establishing relations between government and business
2.1. Development of the brand and logo of the UTSC of Nova Borova (for use by local producers) and its popularization	01.01.2021-31.12.2021	Creating a working group and defining an action plan.	Conducting public hearings on the results of the working group	Development of the brand and logo of the UTSC of Nova Borova. Establishing a dialogue with entrepreneurs on their use of the brand and community logo.	Use of the brand and logo on their products by local manufacturers. Promoting the popularization the UTSC of Nova Borova
2.2. Development of a community investment passport	01.06.2021-31.12.2021	Collecting information	Preparation of a Community Investment Passport. English translation. Placement on the official website of the community		
2.3. Creating an information catalog of local businesses and their products on the Internet portal	01.09.2021-31.12.2021		Collecting information about products and business entities	Generalization and formation of a business catalog	Placing a business directory on the official community website
2.4. Development of a	01.07.2022-		Carrying out work	Development of a	Placement on the official

comprehensive plan for spatial development of the community	31.12.2022		on the development of the plan	comprehensive plan for spatial development of the community.	website of the community
2.5. Conducting a monetary valuation of land	01.01.2021-01.09.2021	Decision-making of the session on allocation of funds. Conclusion of a contract for the production of technical documentation	Approval of the finished technical documentation by the session of the settlement council		
2.6. Transfer of stock lands by conducting land auctions (auction) for the sale of lease rights in connection with the rational use of land	01.01.2021-31.12.2022	Determination of vacant land plots to be included in the auction	Allocation of land. Conclusion of an agreement with the executor of land auctions. Submission of information on the site and media.	Allocation of land. Conclusion of an agreement with the executor of land auctions. Submission of information on the site and media.	Allocation of land. Conclusion of an agreement with the executor of land auctions. Submission of information on the site and media.
3.1. Creating promotion and advertising of the tourist potential of the Community	01.06.2021-01.09.2022	Preparation and placement on social networks of advertising materials on the community recreation area and entertainment events.	Update information on events on social networks	Update of information on events on social networks until 01.09.2022.	
3.2. Creation of a recreationally attractive zone of the Irsha River at the expense of landscaping facilities	01.04.2021-30.08.2022	Clearing the coastal zone of the river Irsha	Creation of a recreation area of the UTSC of Nova Borova. Arrangement of	Clearing the coastal zone of the river Irsha. Carrying out of repair work of places for rest	Functioning of the recreation area

			places for rest		
3.3 Conducting a youth sports festival "RIVER FEST", motorcycle festival "Great Kazan"	01.06.2021-30.08.2021 01.06.2022-30.08.2022	Carrying out preparatory work for the festival, searching for interested citizens	Carrying out of sports and entertainment festival River Fest, and motorcycle festival "Big Kazan"	Carrying out preparatory work for the festival, searching for interested citizens	Carrying out of sports and entertainment festival River Fest, and motorcycle festival "Big Kazan"

Annex 1. Order on the establishment of a working group for the preparation of the LED plan and its composition


УКРАЇНА
Новоборівська селищна рада
Хорошівського району Житомирської області
РОЗПОРЯДЖЕННЯ
селищного голови

від 28 квітня 2020 року № 45/02-03

**Про створення робочої групи з розробки
Плану місцевого економічного розвитку
терміном до 2022 року в рамках Ініціативи
Європейського Союзу «Мери за економічне
зростання»**

З метою виконання зобов'язань, щодо прискорення місцевого економічного розвитку, заохочення бізнес-середовища та залучення інвестицій, прийнятих селищною головою в межах підписання угоди в рамках Європейської ініціативи «Мери за економічне зростання» та розробки Плану економічного розвитку, керуючись ст.42 Закону України «Про місцеве самоврядування України»

1. Створити робочу групу з розробки Плану місцевого економічного розвитку в рамках Ініціативи Європейського Союзу «Мери за економічне зростання» (далі – робоча група).
2. Затвердити склад робочої групи (додається).
3. Робочій групі не пізніше червня 2020 року розробити План місцевого економічного розвитку.
4. Контроль за виконанням цього розпорядження залишаю за собою.


Селищний голова

Григорій Рудюк

Додаток

Склад

робочої групи з розробки Плану місцевого економічного розвитку в рамках

Ініціативи Європейського союзу «Мери за економічне зростання»

№ п/п	ППП	Посада
1	Рудюк Григорій Лаврентійович	Селищний голова, голова робочої групи
2	Цюпа Людмила Сигізмундівна	Начальник відділу бухгалтерського обліку та фінансової звітності-головний бухгалтер
3	Гарашук Олександр Петрович	Начальник відділу земельних ресурсів
4	Міщенко Єлизавета Василівна	Начальник Новоборівського житлово-комунального підприємства
5	Грозовська Світлана Миколаївна	Спеціаліст I категорії відділу економічного розвитку та інвестицій.
6	Штефа Олександр Миколайович	Голова ГО «Новоборівська спілка учасників та ветеранів АТО»
7	Червінський Олександр Іванович	Голова ГО «Оріон»
8	Ореховський Олександр Анатолійович	ФОП Ореховський Олександр Анатолійович
8	Фурніченко Ігор Васильович	ФОП Фурніченко Надія Віталіївна
9	Василюк Надія Іванівна	ФОП Василюк Надія Іванівна
10	Семеній Юрій Іванович	ФОП Семеній Юрій Іванович
11	Ярмолицький Юрій Францович	ТОВ «ВІТАН»
12	Стасів Ніна Федорівна	ПП «КОНТАКТ»
13	Бондар Іван Костянтинович	ТОВ «ВАЛКИ-ІЛЬМЕНІТ»

Table 4. Analysis of local taxes and fee

The name of the tax	Plan for 2019 thousand UAH	Actual receipts for 2019 thousand UAH	Implementation %
Local taxes and fees, including:	9815,0	20928,9	213
- tax on real estate other than land	285,5	231,9	81
- land fee	6202,2	17297,0	279
- single tax	3327,4	3400,0	102

Table 5: Classification by type of economic activity

	Total units	Including			
		enterprises		IEs	
		units	% of the total	units	% of the total
Total	289	138	47,7	151	52,3
including					
agriculture, forestry and fisheries	36	19	6,0	13	5,5
Industry	70	53	18,2	17	7
Construction	5	4	1,5	1	1
wholesale and retail trade; repair of motor vehicles and motorcycles	102	13	4,5	89	30,3
transport, warehousing, postal and courier activities	11	11	3,5		
temporary accommodation and catering	6			6	2,5
information and telecommunications	5	5	1,5		
financial and insurance activities	1			1	1
real estate transactions					
professional, scientific and technical activities					
activities in the field of administrative and support services	10	8	2,5	2	1,5
education	11	11	3,5		
health care and social assistance	8	7	2,0	1	1
art, sports, entertainment and	12	12	4		

recreation					
provision of other types of services	12	2	0,5	10	3,5

Table 6: How the area is perceived by its inhabitants

Positive aspects, obvious strengths of our area according to residents	Degree of importance (1-5)	Negative aspects, obvious weaknesses of our area according to residents	Degree of importance (1-5)
Geographical location	4	Insufficient jobs	5
High agricultural resource	5	Insufficient public initiative	4
Natural and recreational potential	4	Insufficient awareness of the community outside it	3
Extensive network and quality of educational institutions	3	Lack of support and establishment of small and medium business	5
Favorable conditions for starting your own business	5	Road maintenance	2
Possible actions that are easy to implement			Under the guidance
Introduction of a page to help businesses on the website of the village council and on social networks			The Settlement Council
Creating a community brand and logo			The Settlement Council, the public
Creating investment attractiveness of the community			The Settlement Council, entrepreneurs
Providing information and educational support for the development of their own business			The Settlement Council, entrepreneurs, the youth
Improving the appearance of the community			The Settlement Council

