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by the decision of Novomyrgorod
City Council No 1276
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Mayors for
Economic Growth

“Let's Make Novomyrgorod a European City Together”

LOCAL ECONOMIC DEVELOPMENT PLAN

Municipality:
NOVOMYRGOROD CITY COUNCIL

Country:
UKRAINE



Dear residents of Novomyrgorod, partners, ladies and gentlemen!

Being aware of my responsibility and understanding the crucial challenges that arose for our community in terms of:

the need to establish a stable economic foundation for development for the following decades;
an urgent need to have a strategy and a vision of the role of our Municipality in the overall paradigm of global changes;

acquisition of new knowledge, professional skills and managerial potential by Municipality administration that can assure the development of the city based on the leading European benchmarks and modern approaches;

the need to strengthen the tradition of efficient local partnership and cooperation based on the principles of a public-private dialogue,

I announce my intention to work on the implementation of actions included in the Local Economic Development Plan titled “Let’s Make Novomyrgorod a European City Together”, within the framework of Mayors for Economic Growth Initiative.

In this Plan, we identified the strategic objectives of the Municipality development, based on the applied methodological support of our European partners. Strengths and weaknesses of our modern economic situation as well as an analysis based on the best European practices were the ground for establishing complex approaches and the algorithm for overcoming depressive tendencies.

Ukraine, having chosen its strategic course for integration into the structures of the European Union, took up the time challenge to accelerate reformation of various spheres of economic life, including tourism.

The global experience of progressive management places tourism first among sectors of the economy in terms of export of goods and services. According to the World Tourism Organization (UNWTO), tourism has become the main source of increasing the budget in more than 40 countries, and is one of the three main revenue items in another 70 countries.

According to specialists’ forecast, the XXI century will be the century of tourism, and we ought to get ready for it. We take into account this trend and the natural recreational potential of our territory when defining strategic objectives of our Municipality’s development.

Therefore the Plan, as a concept document, will become the basis for elaborating specific development projects for Municipal territory, competitive sectors, economic and social policy.

However, the most valuable achievement and an ultimate objective for us is not tangible assets, but an experience of effective management of territory development, that in case of our success will be handed down to the next generations of managers and thus guarantee our Municipality a stable development and a healthy competition among the communities of the European Union.

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1. Summary

The main challenge for the global community in the near future will be the harmonization of relations between people and the environment. Development of urbanized areas can not, a priori, be based on other principles.

Taking into account international commitments of Ukraine on sustainable development, defined by the UN strategic documents and European Union Association Agreement, Novomyrghorod chooses the development path that would meet the needs of modern inhabitants without compromising future generations.

The program titled “Let’s Make Novomyrghorod a European City Together” had been presented for the first time to the community by Mayor Igor Zabazhan and outlined the main directions of the local economic development plan.

The municipality joined the Initiative in accordance with the decision of Novomyrghorod City Council №563 On Accession to the Mayors for Economic Growth Initiative of the European Union as of May 12, 2017.

Based on the results of the SWOT analysis, the community identified a strategic vision that is a guideline for the Plan development: “The city of Novomyrghorod is an attractive place for living, work and leisure, and has favourable conditions for economic, tourism and cultural development of the region”. The main objective chosen for the Plan was a harmonious simultaneous development of the industrial segment and the environmental sphere in accordance with the common European and global trends.

The analysis of the local economic structure shows significant opportunities for the development of green tourism, recreational tourism (a significant part of the territory has not been negatively affected by urbanization processes) and a high mining and processing potential (for the placement of high-tech complexes on free land plots). However, the increase in production should meet stringent environmental standards and not lead to harmful emissions.

At the same time, the protracted trend of economic decline has led to a deterioration of the social sphere, a fall in living standards, and a demographic crisis.

The Local Economic Development Plan was developed by the Municipality in partnership with the private sector and civil society, and in line with the standards of Mayors for Economic Growth initiative. Representatives of the municipality, business community and non-governmental organizations were engaged in the development of the Plan as part of the Working Group.

The urgent task of the city administration and the community in the near future is to develop a tourism sector, fundamentally improve amenities, create new mass recreation and leisure facilities, shape and promote a positive image of the territory – attractive both for living and business development – and invest in modern production.

Main actions:

- restoration and popularization of the ecological attractiveness of the territory, diversity of its landscapes, genetic pool of animal and plant life; maintenance of the overall ecological balance; preservation of natural complexes and objects that have a special conservational, scientific, aesthetic, recreational and other values for future generations;
- development of a multilateral partnership with the private sector of the economy, civil society and international donor organizations, including but not limited to attracting extrabudgetary financial resources.

The Local Economic Development Plan stipulates that the financing of the planned expenditures will be made by the means of the local budget, budgets of higher levels, private sector and donors. The total need for financing of the activities amounts to **2,508,000** UAH.

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3. List of Abbreviations

UN – United Nations Organization

SWOT Analysis – Strength, Weaknesses, Opportunities, Threats Analysis

LLC – Limited Liability Company

NGO – Non-Governmental Organization

4. Introduction to the Plan

Municipality joined the Mayors for Economic Growth Initiative on June 20, 2017 in accordance with the decision of Novomyrgorod City Council No.563 as of May 12, 2017, On Accession to the Mayors for Economic Growth Initiative of the European Union.

The initiative aims to spread best practices in economic analysis, planning, business activity stimulation, and consequently stimulate the economic processes. This is what our city aspires to do, having taken the aforementioned decision.

Novomyrgorod is located on the north of Kirovohrad region, the administrative center of which is Kropyvnytskyi City. The Municipality itself – the city of Novomyrgorod – is currently the administrative center of the Novomyrgorod district.

Connection with the capital of the country, Kyiv, is 250 kilometers by automobile roads, or 330 kilometers by railway, and duration of the travel is 4 and 7 hours respectively.

Connection with the administrative center of the region, Kropyvnytskyi city (and the closest airport), is 70 kilometers by automobile roads or 100 kilometers by railway, and duration of the travel is 1,5 and 4 hours respectively.

The nearest seaports are in Odessa – 350 kilometers away, and Mykolaiv – 275 kilometers away.

The total number of inhabitants is 11,200; the percentage of working-age population is 52%: specifically, 54 % among women and 46% among men.

Almost 100% of the population is urban. The average female age is 42,9 and male is 37,7 years.

Migration flows are currently balanced. Inhabitants migrate from the Municipality to large cities, while residents of the adjoining rural areas move in it. The quantitative indicator is about 200 people in both directions annually.

The history of the most favorable period for the Municipal development is connected with the lignite mine that operated on its territory. Due to the closure of the enterprise and the complex economic realities that our country faced after the collapse of the Soviet Union, the city development dynamics has almost stopped. This led to a severe demographic crisis caused by the migration of a large part of the population to other industrial centers.

Therefore, the change of downward trends and the restoration of economic development is a key challenge for the existence of the territory as a historically populated place. Improvement of the Municipality's ability and potential to act as a center of community – which will be formed in consequence of the decentralization reform – is a necessary and crucial task, since it will bear much

greater responsibility due to the growth of the population of the newly formed community and acquisition of new powers and obligations as the result of decentralization. Support for the social sphere will require Municipality to provide increasingly more budgetary resources, which is impossible without the dynamic development of the private sector and increase of the entrepreneurial activity of inhabitants.

The Municipality already works in partnership with the private sector, international donor institutions and local NGOs on the basis of signed memoranda, programs, agreements, etc. While drafting the Plan, we took into account regulations of the national legislation, namely:

- State Strategy of Regional Development for the period until 2020, approved by Decree of the Cabinet of Ministers of Ukraine on August 6, 2014, № 385;
- Tourism and Resorts Development Strategy for the period until 2026, approved by Decree of the Cabinet of Ministers of Ukraine on March 16, 2017 № 168-p.

The Plan was elaborated in partnership with the private sector and civil society on the basis of M4EG Initiative recommendations as a normative document that regulates a stable development of the Municipality according to the best modern European practices. Its priority is to create comfortable conditions for living, work, leisure, and tourism sector development.

The Plan provides a conceptual framework for further elaboration and implementation of local programs (projects) both through cooperation with private investors, and participation of the Municipality in contests organized by national and international donor institutions.

Based on the results of SWOT analysis, the community identified a strategic vision, which became a focus during the creation of the Local Economic Development Plan of Novomyrhorod.

The vision served as a ground for formulating main objectives and actions of the Action Plan, taking into account the interests of all partners, such as the government, business, and general public, and considering the available resources, their origins, execution deadlines, performance criteria, and specific performers. A system of continuous monitoring of the Plan implementation process has been introduced.

It is planned that the expenses will be met proportionally by all partners, which also includes the resources of the municipal budget, in compliance with the decision of the representative bodies of municipalities made on the session of Novomyrhorod City Council - "The Program of funding the costs associated with signing the agreement for participation in Mayors for Economic Growth Initiative by the Mayor of Novomyrhorod".

5. Process of Local Economic Development Plan

The main processes of the development of the Local Economic Development Plan included the study and analysis of statistical data and the database available at the local government body, discussions of entrepreneurship problems and bottlenecks for local businesses, meetings with entrepreneurs, and consideration of strategic documents at the state level.

In order to develop the Local Economic Development Plan of Novomyrhorod, the Mayor issued an order №335 on December 27, 2017 on creating a Working Group of nine members (*Annex A, page 23*). The Working Group includes representatives of business, public organizations, and the designated employees of the Municipality. The editorial group for the Plan development includes three members.

The Working Group held six meetings and made public opinion polls, which became the basis for writing the Plan. The work of the Working Group was guided by the following principles:

- Transparency. All meetings of the working group were open, the dates and place of the meetings were announced in advance, and everyone could join the discussion.
- Collegiality. Decisions on all aspects of the future Plan were made by the majority of the votes of the Working Group members.
- Methodological accuracy, as suggested by the Mayors for Economic Growth Initiative.

During the development of the Plan, a round table meeting format was widely used that assured a broad participation of partners from private businesses and civil society.

As a result of the consultations, preliminary agreements were reached on the commitment of some private sector enterprises, in particular Velta LLC, to participate in the implementation of the Plan on the basis of the public-private partnership principles in accordance with the concluded agreements.

The issues of the Plan were presented for review to the advisory bodies created in the Municipality, such as the Council of Elders, and were repeatedly discussed during the meetings of the administration and deputies of the Municipality with the community.

Particular attention was paid to the information campaign aimed at informing the largest possible number of inhabitants of the Municipality about the intentions, objectives and results of work of the Working Group within the framework of the Initiative, as well as the benefits and potential preferences that would be gained through the participation in the Initiative. Distribution of free newsletters with publications on this topic in order to involve as many members of the public as possible in the planning process was carried out too.

Obtaining the collective approval of the actions and intentions of the Municipality management by the community was a key principle that we adhered to during the planning.

The consensus on many issues was achieved by gathering information through focus groups, and explaining the hereby selected position to individual local activists and representatives of political parties, who are initially set to criticize the actions of the Municipality management.

Most often a positive result was obtained during the personal communication of the Municipality management with inhabitants directly or in social networks.

6. Local Economic Analysis

6.1. Analysis of Local Economic Structure

There are 713 micro-enterprises, 16 small, seven medium and one large company (that focuses on mining industry) located in the Municipality. The industrial sector is dominated by food and consumer goods industries.

Along with the industrial development, agriculture is an important branch of the community's economy. 188 micro- and small companies, as well as two medium companies are engaged in agriculture.

255 micro- and small companies operate in public catering and trade, and another 253 specialize in providing services to the population.

There are two branches and four micro-enterprises of Ukrainian banking institutions, a hotel, a restaurant, a hospital, a primary health care center, nine pharmacies and two micro-enterprises that provide dental services on the territory of the city.

For a detailed description of the structure of private sector enterprises see Table 4, "Private Sector Enterprises" (*Annex A, page 27*).

Taking into account annual turnover, the mining sector is the one developing the most dynamically at the moment. It is represented by a large company, Velta LLC, which owns a mining complex for the extraction and processing of ilmenite concentrate, and currently operates on the basis of Byrzulivske deposit. It has also received a special permit for the use of the mineral deposits at Likarivske ilmenite deposit. Further expansion of ilmenite production will be carried out at the latter site.

Mining industry is the most promising in terms of growth, development and employment due to the presence of mineral deposits, such as lignite, labradorite, loam, ilmenite, and kaolin in the region, but its development is unfortunately dependent on the decisions of other executive branches of the government rather than on the investment policy of the Municipality.

The working-age population living in the Municipality is 5,820 people, or 52 percent of the total number of citizens. The number of people employed in various industries is 3.2 thousand (manufacturing - 18%, construction - 2%, agriculture - 11%, trade and service sector - 16%)

The Municipality has more potential possibilities available, required to develop recreation and tourism, due to its resource management authority. It owns free land plots for recreational purposes and objects of cultural heritage. There are eight monuments of architecture on the territory of the Municipality, a hydrological preserve of state significance, a landscape reserve of local significance, and the Longo Lake, therapeutic mud of which can potentially be used for treatment.

The Municipality has a unique history: back in 1959, it was created from two separate towns - Zlatopol and Novomyrgorod, which earlier belonged to fundamentally different formations - the Polish-Lithuanian Commonwealth and the Russian Empire. This has left a multicultural imprint on everything that can serve for tourism purposes. In particular, the municipal architecture preserved both the XVII-XVIII-century buildings and ones from the Soviet period.

The local population has a very diverse ethnic background, too. Ukrainians, Serbs, Bulgarians, Russians, and Croats were the first settlers in the southern part of the Municipality. The northern part – Zlatopol – was a Jewish town with a large Polish diaspora at the end of XVIII century. In 1800, the Hasidic rabbi Nachman of Breslov resided there – his tomb in Uman attracts tens of thousands of Jewish pilgrims each year. His wife is buried at the local Jewish cemetery.

The burial of the founder of another world-famous Chornobyl dynasty of hasids – David of Tver - has been recently discovered.

The available objects of historical architecture can become an interesting tourist route. Zlatopol Gymnasium is one of the best architectural examples of provincial educational institutions. Its building in 1885-1891 was funded by the Zlatopol native Lazar Brodskyy (a Jewish philanthropist, owner of a quarter of all sugar production in the Russian Empire, known in Kyiv as the “king of sugar”). Architect Arkhipov designed the building. Besides the Gymnasium, there are a beautiful church built in 1809, numerous ancient stores and houses in Zlatopol.

The southern part of the Municipality is the city of Novomyrgorod itself. In written sources it was first mentioned in 1740 under the name of Teresyagy as a wintering place of Zaporozhian Cossacks. In 1740s, the Cossacks from Myrgorod headed by the colonel Vasyl Kapnist migrated to settle here, and Teresyagy changed its name to Novy Myrgorod (*The New Myrgorod*). In 1752, Novomyrgorod was recognized as the administrative center of a specific territorial entity – The New Serbia.

The unique tetraconchal church-fortress – the only one in central Ukraine – was preserved here, along with the building of a county hospital, which is an example of the modern brick style of the late XVIII century.

Artifacts that illustrate the human development from primitive times to the discovery of bronze and iron were found on the territory of the Municipality. In Neolithic and Paleolithic ages the open-air sites were inhabited by the people of ancient southeastern cultures. There is a museum that

represents fossil remains of mammoths, collections of tools and goods made by the Scythians, Trypillians, and so on.

Natural and climatic conditions of the Municipality are very important criteria for assessing its tourism potential. Located in the center of Ukraine, it has a favourable transport and geographic location, a mild climate, highly diverse landscape (from swamps to hills and forests), and reserves of underground and surface waters (two rivers, a lake, and artificial water reservoirs). Some of the landscape complexes have not been influenced by civilization for thousands of years.

Tourism demand was not studied, as there are no institutions that could gather such statistics. The only records of visits are at the museum, which was attended by 2,000 people last year, the majority of whom came from the neighboring communities and other regions of Ukraine. However, there were also foreign tourists – the descendants of emigrants.

There is one private mini-hotel with 20 rooms.

In recent years there have been visits of Hasidic pilgrims who arrived to see the burial place of siddik David of Tver in the northern part of the Municipality.

The usual length of stay is 1- 2 days.

Considering the low level of territorial marketing of the community as a tourist destination, it is necessary to create a city's Visitor Centre or a structural unit responsible for tourism development.

Also, the lack of modern equipped recreation areas does not allow to use existing tourist assets or develop the tourism industry. To improve the situation, it would be helpful to arrange the objects of tourism infrastructure on free land plots for recreational purposes.

Unfortunately, the resources of the city and local entrepreneurs are so far not sufficient for the strong development of local tourism; therefore it is expedient to promote investment attraction in the tourism industry by developing and activating various ways of informing the regional and country population about the tourism potential of the city, in particular, through the organization and execution of festivals.

Having such a great natural recreational potential and after studying the market demand and development opportunities, the Working Group came to the conclusion that the development of this particular industry would contribute to the creation of new and growth of existing business entities in service industry, accommodation, and catering, which will increase additional revenues to the city budget and as result lead to the growth of Municipality's economic potential.

6.2. Local Cooperation and Networking

Cooperation between local authorities and business is a prerequisite for the successful development of the community. The main successful form of cooperation between the Municipality and business is through the signing of Memorandum on Mutual Cooperation in the Sphere of Social and Economic Development of Novomyrgorod city between Novomyrgorod City Council and eight economic entities. As a result, about 7.0 million UAH of additional extrabudgetary revenues were attracted in the development of the urban infrastructure and large-scale projects, such as reconstruction of the central square of the city, the city fountain, and the central park that have successfully been implemented.

The Mayor and his team also hold regular meetings with the representatives of the local businesses at their production facilities, and discuss the issues of the improvement of procedural aspects of doing business, actual condition of urban amenities, and possibilities to create a favorable investment climate and comfortable living conditions in the city.

The availability of financially viable enterprises willing to cooperate through the signing of the Memorandum, the observance of its terms, and its full and timely implementation are the main conditions for successful cooperation.

The Municipal authorities actively involve members of the community in the processes of the economic development of the city, having approved the Public Initiatives Support Program for 2016-2019 (hereinafter - the Program). Within the framework of its actions, funded by the municipal budget and co-financed by the citizens, two projects on the arrangement of surrounding grounds of multistory residential buildings have already been implemented and the installation of playgrounds there was carried out.

The Municipality works closely with the NGO "Resource and Investment center for Community Development "The Territory of Success" (hereinafter – the NGO), whose area of activity is promotion of the economic development of territorial communities by attracting grant funding, including international donor organizations.

The NGO assisted the Municipality in successful implementation of the project funded by the Embassy of the Federal Republic of Germany, aimed at creating and starting the work of a gym for youth in Zlatopol Gymnasium of Novomyrgorod (in particular, sports equipment and exercise machines were purchased). It also assisted in the implementation of two human security projects funded by the Kusanone Programme of the Ministry of Foreign Affairs of Japan, aimed at improving the study conditions in Zlatopol Gymnasium in Novomyrgorod – the Programme helped purchase school furniture and equipment, install plastic-steel energy-saving windows and doors, carry out repairs of the façade and roof of the premises; it also created proper conditions for the appropriate provision of pre-school education and upbringing by installing the systems for drinking water purification, reconstructing the water supply system and drainage in three preschools of Novomyrgorod.

Cross-sectoral cooperation and interaction on the local level are the basis for the future transformations. The public-private dialogued, to some extent already started in our city and continued within the framework of the Initiative, is the first important step towards systematic cooperation, despite requiring professional facilitation.

For more information on cross-sectoral cooperation and networking at the local level, see Table 5, "Assessment of Cooperation at the Local Level" (*Annex A, page 27*).

6.3. Business-friendly, Transparent and Corruption Free Administration

The Corruption-Free approach to work of the municipal administration involves execution of the following measures:

- in accordance with the Tax Code of Ukraine, the municipality sets the rates of local taxes and fees. It includes a differentiated approach, applied depending on the types of activity and the principle of incentive taxation;

- the general public and representatives of businesses are involved in the process of developing and adopting local regulations that concern business development. All draft documents are posted on the official website for discussion;

- approval of the final version of the aforementioned regulatory acts is carried out by the collegial body – the Municipal council – in an open vote.

The openness of the city authorities is a positive factor that contributes to the communication between the local government and business. According to the survey of entrepreneurs, local businesses expect from the municipal administration to continue an effective information exchange and a real commitment to improving the business climate. Modern businesses in the city require joint actions with local authorities on the preservation and development of local human resources, active

attraction of investments, development of urban infrastructure, and obtaining the necessary information about the resources and opportunities of the city.

In order to improve the local economic development, it is helpful to increase the transparency of the authorities by publishing the information important to businesses on the website of the city council, namely the investment passport of the city, information on free land plots and municipal property, along with the actual rates of local taxes. To improve the information exchange, a free newsletter is periodically distributed with the details of the Municipality's activities. Topical issues related to the economic development of the Municipality are covered in local mass media and in social networks.

An analysis of the business-friendly, transparent and corruption free administration is presented in Table 6, "Growth Sectors (Sub-sectors) and Their Problems" (*Annex A, page 29*).

6.4. Access to Finance

The Working Group conducted a survey of the main business entities of the city that represent a significant part of the local economy. Medium and small businesses emphasize the critical shortage of their own funds in order to strengthen the competitiveness of their enterprises. Five Ukrainian banks, whose representatives operate in the Municipality, offer loans to small businesses for development (up to 3171 EUR), but at high interest rates. There is no unified platform in the city, where it would be possible to get acquainted with all the possibilities to receive funding. As for the bank loans, it is impossible to unify offers on one platform, as most banks can disclose the lending conditions only to each individual client.

Business entities of the city are informed by the Municipality about the possibility of receiving financial support for the implementation of business projects through the Regional Fund for Entrepreneurship Support in the Kirovohrad region by means of the regional and city budgets.

However, the insufficient amount of funds in the municipal budget does not currently allow the Municipality to cooperate with the Regional Fund for Entrepreneurship Support in Kirovohrad region. Upon receipt of additional revenues to the city budget, the city council will provide financial assistance to micro- and small enterprises as a part of the implementation of the city program aimed at supporting and developing entrepreneurship through the Regional Fund on the terms of co-financing.

The municipality organizes regular meetings and round tables with business representatives, at which the issues of finding possibilities to receive loans at "reasonable rates", and raising funds with the help of international donor organizations are being discussed. It would be also helpful to introduce in the nearest future a separate page on the city council website for information distribution for business entities, concerning the current access to grant funding.

6.5. Land and Infrastructure

The Municipality provides business entities with unrestricted free access to information on unoccupied land plots and communal property by placing it on the official website.

In order to assure an effective use of the municipal property and increase the revenue of the budget, the property has been rented out to individuals and legal entities for conducting their business and economic activity.

Private offices, production premises, and land plots are not in demand due to lack of persons willing to start their own business. This can be explained by the lack of the required initial capital, high lending rates, and significant tax burden.

At the initiative of the Working Group – devoted to the writing of the Local Economic Development Plan – the city administration conducted an inventory of all municipal lands. The list of unused land plots was made and their condition was identified. Free land plots have been discovered that could potentially be used in the near future to set the objects of tourism infrastructure.

Identification of a free land plot for recreational purposes, as a result of our inventory of community lands, has already stimulated the interest of private business structures. This will allow the Municipality to use the plot in the future in accordance with its intended purpose. In this regard, we are already in negotiations with potential investors about the terms of the lease or a possibility of concluding a public-private partnership agreement.

For more details on land resources see Table 7, “Private Sector Needs for Land Resources and Infrastructure” (*Annex A, page 29*).

6.6. Regulatory and Institutional Framework

The local administration does not create any barriers to the growth of business, such as unjustified rules, regulatory requirements and other administrative barriers. The Municipality provides consultancy to business enterprises on the effective use of land for urban development needs (the establishment of temporary buildings for entrepreneurship, sales units, households, etc.). A City Planning Council has been created to review construction projects and provide advice to construction customers, along with the Real Estate Registration Department. Creation of an Administrative Service Center for business entities and introduction of electronic document management are a promising measure for economic development.

During the work on the Plan, the Working Group has conducted a survey on the main problems that exist in the city in terms of doing business and promising areas of community development, in order to study the opinion of the business community. 86 business entities were interviewed. The main regulatory issues highlighted by the business community members were high regulatory pressure, frequent changes in economic legislation, high levels of taxation, and complex procedures for obtaining construction permits. Development of tourism as an industry that can effectively use the natural recreational potential of the area and a lake with the unique therapeutic characteristics were recognized as the most promising activities for the municipal development.

6.7. Skills and Human Capital, Inclusiveness

An economically active population is 3,200 people, or 55 percent of the labor pool. There has been an increase in the number of able-bodied population employed in the industrial sector since 2011, when Velta LLC began its activities. In 2011, the company created 200 new jobs, and from 2013 on this number increased to 480. With the development of mining industry, a small demand arised for highly skilled specialists in mining professions. The management of the ilmenite concentrate mining and processing company is working on attracting and creating proper living conditions by renting at its own expense the accomodation units for highly skilled specialists from other regions of Ukraine and graduates of Ukrainian higher educational institutions that specialize in mining.

In its turn, the agricultural sector is fully provided with skilled labor force, as shown by the analysis of indicators and the result of the survey of business representatives. The reason for this is that the training of qualified personnel in 11 agricultural professions is carried out by the branch of the Kirovohrad Regional Communal Training Combine “Agrarnik”, which operates in Novomirgorod.

The community of the city is confident that the development of the tourism industry will stimulate the expansion of industries such as public catering, household services, hotel business and so on. The Working Group has found out that the Kapitanovskiy Professional Lyceum of Processing Industry, located in Kapitanivka village in Novomyrgorod district, 20 km away from the Municipality, carries out training of specialists who meet such demands for the public catering sector. There are 90 lyceum graduates annually, who – provided with the right motivation – are ready to stay in the community and work in the service sector.

Unskilled workers are a significant part of the temporarily unemployed workforce in the labor market. The Employment Center periodically organizes events for their vocational training and retraining. Within the last year, 25 persons who had received the unemployed status were sent to the Centers of Vocational Education of the State Employment Service for vocational and advanced training in 84 occupations.

An analysis of the current state of skilled labor is provided in Table 8, "State of Skilled Workforce Pool" (*Annex A, page 30*).

6.8. External Positioning and Marketing

The factors of the geographical location of the Municipality, its natural environment and the available recreational potential provide all the necessary grounds for the development of tourism sector. Thus, extremely favorable ecology, abundance of water resources, fertile black soil (*chernozem*), mineral deposits, and recreational potential has been making the territory of the Municipality attractive for settlement since ancient times.

Novomirgorod, founded in 1740, is located in the center of Ukraine. It has a long history, rich in significant events. The city belongs to the historical settlements of the Kirovohrad region, according to the List of Historic Settlements of Ukraine, approved by the Decree of the Cabinet of Ministers of Ukraine on November 26, 2001, No. 878.

The Working Group initiated a parallel two-month work of a separate focus group dedicated to the study of historical monuments in the city in order to identify potential opportunities for the development of ethnographic tourism.

As a result of work, it was discovered that next to the buildings with modern architecture there are many constructions dating back to past centuries, historical and architectural monuments of the city. Among them are buildings created in various architectural trends and styles (eclecticism, classicism, Neo-Renaissance, Neo-Baroque, Viennese secession, etc.). In total, there are eight architectural monuments in the city. One of the oldest monuments of architecture is the St. Ilynsky church – an Orthodox church in the city of Novomirgorod erected in the XVIII century, an object of national significance. The existing historic buildings, created by outstanding architects Yakov Pauchenko and Mykola Chekmaryov, are the basis for the development of excursions tourism. There is a private mini-hotel with 20 rooms located in the center of the future community, capable to accommodate the guests of the city. There is a bus station nearby, from which the bus goes to Kropyvnitsky, Kiev, Cherkasy, Kryvy Rih and other towns of Novomyrgorod district.

The ethnocultural heritage of the region is also an important component of the tourism potential. Traditional folk forms of leisure, customs, ceremonies, and beliefs are demonstrated on folk holidays, which spark a great interest among tourists. Ethnic and cultural peculiarities, related to the preserved traditions of religious and ceremonial holidays celebration, create opportunities for the development of ethnographic tourism in the city

The parkland area identified as a result of land inventory in the northern part of the city, with a total area of 8.5 ha and a natural 500-meter border of Velyka Vys River, has all the necessary

conditions for the arrangement of a great tourist and recreation destination, as an attraction in Novomyrgorod.

The arrangement of the recreational area will allow to keep the natural environment in proper condition, which will also contribute to the further development of the territory.

According to the study of the Working Group, there is a demand for such tourist attraction among the local population and visitors of the city, especially because the Municipality has already started an annual All-Ukrainian Youth Festival on this territory. This event was held in the past two years and attracted about 1.5 thousand young people. In particular, the Moto-Rock festival "The Power of the Nation", was attended last year by almost 500 guests from other regions of Ukraine, who had the opportunity not only to have a great rest, but also to get acquainted with the history of this magnificent city and create new tourist routes for themselves.

The community is convinced that such a rich cultural and natural heritage provides all the prerequisites for the development of excursions, festival, ethnographic and recreational tourism.

But so far, the low level of social development, urban infrastructure, and urban beautification, as well as the lack of modern attractions contribute to somewhat negative image of the territory.

The municipal administration tries to change the situation and is convinced that it can achieve good results in partnership with the business, by adhering to all the points of the Plan and carrying out the monitoring. For instance, last year with the support of socially responsible business the central square of the city and the city fountain have been modernized, while the reconstruction of the central city park is nearing completion.

For more information on positioning and marketing see Table 9, "Inhabitants' Perception of the Area" (*Annex A, page 31*).

7. SWOT Analysis of Novomyrgorod Development

<p><u>Strengths</u></p> <ul style="list-style-type: none"> - Novomyrgorod is classified as historical settlements of Kirovohrad region according to the List of Historic Sites of Ukraine, approved by the Resolution No. 878 of the Cabinet of Ministers of Ukraine on November 26, 2001; - convenient geographical location of the city in the center of Ukraine, easily accessible by transportation, close to the regional center and Kyiv; - availability of mineral deposits: lignite, labradorite, loam, ilmenite and kaolin; - available historical, cultural, and natural recreational potential: recreational zones, water resources, a significant number of green spaces in the city structure, architectural monuments and objects of cultural heritage protection; - availability of unused labor potential; - availability of unoccupied land plots for the development of the city; - willingness and readiness of the municipal authorities, business and community to cooperate. 	<p><u>Weaknesses</u></p> <ul style="list-style-type: none"> - unsatisfactory state of the urban infrastructure; - low level of municipal improvement; - lack of the urban planning documentation; - unsatisfactory state of the existing recreation zones; - insufficient amount of recreation and entertainment areas in the city.
<p><u>Opportunities</u></p> <ul style="list-style-type: none"> - arrangement of modern places for recreation and start of traditional annual festivals; 	<p><u>Threats</u></p> <ul style="list-style-type: none"> - instability of the national legislative and regulatory

<ul style="list-style-type: none">- creation of new tourist routes and attractions;- creation of a city tourist information center or a tourism development department;- cooperation with travel agencies;- cooperation with other cities, regions, investors and grantors on the implementation of joint programs, projects, tourist routes, etc;- opening of the Administrative Service Center;- promotion of the growth of the number of mining facilities.	framework; - financial and price instability, inflationary tendencies in the country.
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In order to ensure economic development of Novomyrghorod, a decision was taken based on the SWOT analysis to implement in 2019-2020 the actions aimed at making the city a tourism center of Kirovohrad region, to open a modern Administrative Service Center, ensure the effective management of the city's assets, activate the community, and focus efforts on marketing and creating a positive image of the city.

8. Vision and Objectives

Strategic Vision

Novomyrghorod is an attractive place for living, working, and leisure, and has favorable conditions for the economic, tourist and cultural development of the region.

Main Objectives:

1. Creation of conditions for the development of tourism sector.
2. Promotion of business development and investment attraction.
3. Development of multilateral partnership and trust-based relationships in the community through effective communication.

9. Action Plan

To achieve the main objectives defined by the community, based on the results of the SWOT analysis, an Action Plan has been developed, indicating actions, execution deadlines, available resources and their origins, specific performers, and monitoring indicators.

Financial indicators of the Plan were developed based on the UAH/EUR exchange rate in accordance with the official rate of the National Bank of Ukraine on 01.08.2018 (1 Euro = 31,53 UAH).

Table 1. Action Plan

<i>Building blocks</i>	<i>Key Objectives</i>	<i>Actions/ Project ideas</i>	<i>Duration (start/finish)</i>	<i>Partners involved</i>	<i>Estimated costs in national currency (equivalent in euro)</i>	<i>Monitoring indicators/ Result (product) indicators and goals</i>	<i>Results/ Indicators and goals</i>
Skills, human capital, and inclusiveness	1. Creation of conditions for the development of tourism sector	1.1 Development of recreational, festival, and ethnographic tourism	01.03.2019-31.10.2020	Municipality, Velta LLC, NGO “Resource and Investment center for Community Development The Territory of Success”, local mass media	1826 000 UAH (57 913 EUR)	The number of assets for recreational purpose; the number of feltivals and traditional folk holidays held	The number of people who will use the recreational, cultural and leisure services
Legal and institutional basis		1.2. Development and activation of various ways of informing the citizens of the region and country about the tourism potential of the city	Distribution and update of information – constantly in 2019-2020	Municipality, local mass media	20 000 UAH (634 EUR)	Published information on tourism opportunities on the territory of the Municipality	The number of people who used the information about tourism opportunities on the territory of the Municipality
Intersectoral collaboration and cooperation at the local level							
External positioning and marketing							

Local Economic Development Plan of NOVOMYRGOROD

<p>Intersectoral collaboration and cooperation at the local level</p> <p>Land resources and infrastructure</p> <p>Legal and institutional basis</p> <p>Business-friendly, transparent and corruption free administration</p>	<p>2. Promotion of tourism infrastructure development and investment attraction</p>	<p>2.1. Preparation of urban planning documentation</p>	<p>01.09.2019-30.11.2019</p>	<p>Velta LLC</p>	<p>15 000 UAH (476 EUR)</p>	<p>Land management project on establishment (restoration) of the borders of the land plot with the total area of 8.5 ha</p>	<p>The number of people who received grounds for using the land plot for designated recreational use</p>
		<p>2.2. Preparation of land management documentation</p>	<p>01.07.2019-30.09.2019</p>	<p>Municipality</p>	<p>60 000 UAH (1 903 EUR)</p>	<p>Detailed plan of the territory with the total area of 8.5 ha</p>	<p>The number of people who received grounds for allocating the recreation zone in accordance with the current urban planning legislation</p>
		<p>2.3. Arrangement of access roads to the territory of recreational area</p>	<p>01.04.2020-01.11.2020</p>	<p>Municipality, local mass media</p>	<p>86 000 UAH (2 727 EUR)</p>	<p>Planning, road improvement with grader, adding gravel on 3km of the access roads to the recreational area</p>	<p>The number of people who received a possibility of comfortable and safe access to recreational area</p>
<p>Intersectoral collaboration and cooperation at the local level</p> <p>Legal and</p>	<p>3. Development of multilateral partnership and trust-based relationships in the community</p>	<p>3.1. Establishment and opening of a modern Administrative Service Center</p>	<p>01.08.2019 - 01.08.2020</p>	<p>Municipality, local mass media</p>	<p>500 000 UAH (15 858 EUR)</p>	<p>A modern Administrative Service Center</p>	<p>The number of people who used the services of the modern Administrative Service Center</p>

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institutional basis Business-friendly, transparent and corruption free administration	through effective communication	3.2 Execution of public events involving government officials, civil society and business leaders	Constantly in 2019-2020	Municipality, business leaders, local mass media and civil society of the city	1 000 UAH (32 EUR)	The number of executed public events, which included government officials, civil society and business leaders	The number of participants in the public events, which involved government officials, civil society and business leaders
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10. Financing Scheme

Financing sources of the Action Plan activities are the funds of the municipal budget, socially responsible business – within the framework of the signed Memorandum on Mutual Cooperation in the Sphere of Social and Economic Development of Novomyrghorod – and attracted funds of national and international donor institutions.

Table 2. Financing Scheme

UAH and EUR

Actions	Estimated costs	Financing Sources					Funding gaps	Remarks
		Local budget	Upper level budgets	Private sector	Donors	Other (specify)		
1.1 Development of recreational, festival, and ethnographic tourism	<u>1 826 000</u> 57 913	<u>69 000</u> 2 188		<u>486 600</u> 15 433		<u>165 600</u> 5 252 (noncash contribution - wages of municipal beautification employees)	<u>1 104 800</u> 35 040	
1.2. Development and activation of various ways of informing the citizens of the region and country about the tourism potential of the city	<u>20 000</u> 634	<u>20 000</u> 634						
2.1. Preparation of land management documentation	<u>15 000</u> 476			<u>15 000</u> 476				
2.2. Preparation of urban planning documentation	<u>60 000</u> 1 903	<u>60 000</u> 1 903						
2.3 Arrangement of access roads to the territory of recreational area	<u>86 000</u> 2 727					<u>86 000</u> 2 727 (noncash contribution - wages of municipal beautification employees)		
3.1. Establishment and opening of a modern Administrative Service	<u>500 000</u> 15 858	<u>100 000</u> 3 172					<u>400 000</u> 12 686	

Center							
3.2 Execution of public events involving government officials, civil society and business leaders	<u>1 000</u> 32	<u>1 000</u> 32					
Total	<u>2 508 000</u> 79 543	<u>250 000</u> 7 929		<u>501 600</u> 15 909		<u>301 600</u> 7 979	<u>1 504 800</u> 47 726

11. Monitoring Indicators and Mechanisms

The monitoring of the Local Economic Development Plan implementation will be carried out quarterly, and the overall outcome will be inspected every six months. The results of the monitoring will be made public on the official website of the Municipality, in the local mass media, in the free newsletter of the Municipality, and in social networks.

Table 3. Monitoring Indicators

Actions / Ideas of the project	Duration (start–finish)	Expected Results			
		Months 1-6	Months 7-12	Months 13-18	Months 19-24
1.1. Development of recreational, festival, and ethnographic tourism	01.03.2019-31.10.2020	Execution of an ethnographic folk holiday	Execution of the annual Moto-Rock festival "The Power of the Nation" and an ethnographic folk holiday	Execution of an ethnographic folk holiday. Setting a tent town in ethno-style, equipping the recreational area with services and utilities	Execution of the annual Moto-Rock festival "The Power of the Nation" and an ethnographic folk holiday. Setting a tent town in ethno-style, equipping the recreational area with services and utilities. The action finishes on 31.10..2020
1.2. Development and activation of various ways of informing the citizens of the region and country about the tourism potential of the city	Distribution and update of information – constantly in 2019-2020	Information on the tourism opportunities on the territory of the Municipality is published in the local mass media, in a	Information is updated when necessary.	Information is updated when necessary.	Information is updated when necessary. The action finishes on 30.12.2020

		newsletter, on the official website of the Municipality and on social media, and updated when necessary.			
2.1. Preparation of land management documentation	01.09.2019-30.11.2019		Land management project on establishment (restoration) of the borders of the land plot with the total area of 8.5 ha is produced. The action finishes on 30.11.2019		
2.2. Preparation of urban planning documentation	01.07.2019-30.09.2019		Detailed plan of the territory with the total area of 8.5 ha is produced. The action finishes on 31.09.2019		
2.3. Arrangement of access roads to the territory of recreational area	01.04.2020-01.11.2020			Planning and road improvement with grader are carried out, gravel is added on 1km of the access roads to the recreational area	Planning and road improvement with grader are carried out, gravel is added on 2km of the access roads to the recreational area. The action finishes on 01.11.2020.
3.1. Establishment and opening of a modern Administrative Service Center	01.08.2019 - 01.11.2020		The premises for the Administrative Service Center are equipped.	The premises for the Administrative Service Center are equipped.	A modern Administrative Service Center is open. The action finishes on 01.11.2020
3.2 Execution of public events involving government officials,	Constantly in 2019-2020	Thematic meetings of the local authorities,	A round table with the public on the	Public consultations on the implementation of	Public consultations on the implementation of the Local

Local Economic Development Plan of NOVOMYRGOROD

civil society and business leaders		representatives of the civil society and business sector are held.	implementation and development of tourism business in the Municipality was held.	the Local Economic Development Plan objectives were held upon the initiative of the city authorities.	Economic Development Plan objectives were held upon the initiative of the city authorities.
% of the total budget for all activities of the Mayors for Economic Growth Plan (approximately)	2 508 000 UAH/ 79 543 EUR (=100 %)	2 %	8 %	36 %	54 %

Annex A. Process of Local Economic Development Plan

In order to develop the Local Economic Development Plan of Novomyrghorod, the Mayor issued an order №335 on December 27, 2017 on creating a working group of 9 members. The working group includes representatives of business, public organizations, and the designated employees of the Municipality. The editorial group for the Plan development includes 3 members.

The working group held six meetings. Minutes of the meetings can be provided upon request.



УКРАЇНА

РОЗПОРЯДЖЕННЯ
НОВОМИРГОРОДСЬКОГО МІСЬКОГО ГОЛОВИ КІРОВОГРАДСЬКОЇ ОБЛАСТІ

від 27 грудня 2017 року

№ 335

м. Новомиргород

Про утворення робочої групи

Згідно з пунктами 19-20 статті 42 Закону України “Про місцеве самоврядування в Україні” та у зв’язку із приєднанням до Ініціативи ЕС “Мери за економічне зростання”, необхідністю розробки Плану економічного розвитку міста Новомиргород в рамках Програми “Мери за економічне зростання” затвердити склад робочої групи з питань розробки Плану економічного розвитку міста Новомиргород в рамках Програми “Мери за економічне зростання”, що додається.

Міський голова



І. Забажан

ЗАТВЕРДЖЕНО
розпорядження міського голови

27 грудня 2017 року № 335



СКЛАД
робочої групи з питань розробки Плану економічного
розвитку міста Новомиргород в рамках
Програми "Мери за економічне зростання"

Голова робочої групи

- ЗАБАЖАН**
Ігор Валерійович
- міський голова, координатор громадської організації "Ресурсно-інвестиційний центр розвитку громад "Територія успіху"

Заступник голови робочої групи

- ЗУБЕЦЬ**
Валентина Михайлівна
- начальник відділу з питань економіки, інвестицій та бухгалтерського обліку апарату виконавчого комітету міської ради, радник міського голови з питань економічного розвитку (Local Development Officer)

Члени робочої групи:

- КАПУСТІНА**
Ганна Василівна
- директор із зв'язків з громадськістю та комунікації ТОВ ВКФ "Велта", радник Новомиргородського міського голови, за згодою
- ЛАЗАРЄВ**
Олександр Валерійович
- головний еколог ТОВ ВКФ "Велта", депутат Новомиргородської міської ради, за згодою
- ЛІСУН**
Валерій Васильович
- власник мережі фітнес-клубів "Miami Gym", організатор спортивного фестивалю "Сила Нації", за згодою
- НЕЖЕВЕНКО**
Олександр Анатолійович
- начальник відділу містобудування, житлово-комунального господарства та земельних питань апарату виконавчого комітету міської ради
- СІКАЧ**
Раїса Михайлівна
- архітектор міста відділу містобудування, житлово-комунального господарства та земельних питань

апарату виконавчого комітету міської ради

СУЛА
Юрій Анатолійович

- директор Новомиргородського районного центру
зайнятості, за згодою

ЧЕРНІСНКО
Олександр Федорович

- спеціаліст I категорії відділу з питань соціально-
гуманітарної політики та правових питань апарату
виконавчого комітету міської ради

Про утворення районної ради

Станом на грудень 19-20 років 21 тисячу України. Ця мисля
співпрацювати з Україною. Як це сказати, можна до інтеграції ЄС "Мери
за економічне зростання", економічний розвиток. Плану економічного
розвитку міста Новомиргород в рамках Програми "Мери за економічне
зростання" передбачає кілька етапів роботи. Першим етапом розвитку Плану
економічного розвитку міста Новомиргород є утворення Програми "Мери за
економічне зростання".

Таблиця 4. Підприємства приватного сектору

Вид економічної діяльності	Кількість та % підприємств (згідно з класифікацією)					
	Мікро-підприємства	Малі підприємства	Середні підприємства	Великі підприємства	Всього:	
	кількість	кількість	кількість	кількість	кількість	%
Сільське господарство, лісове господарство, рибальство	183	5	2	-	190	25,8
Промисловість	5	2	1	1	9	1,2
Будівництво	-	--	1	-	1	0,1
Транспорт, складування, поштові та служби доставки	18	2	1	-	21	2,8
Готелі, ресторани, громадське харчування	255	2	-	-	257	35,0
Фінанси та страхування	4	2	-	-	6	0,8
Інші види послуг	248	3	2	-	253	34,3
Разом	713	16	7	1	737	100%

Таблиця 5: Оцінка співробітництва на місцевому рівні

Назва та/або функція (сфера/тема, до якої відноситься співпраця)	Залучені установи/ особи	Досягнення	Оцінка: успішне або неуспішне
Підписання Меморандуму про взаємне співробітництво у сфері соціально-економічного розвитку міста Новомиргород	ТОВ ВКФ «Велта» ТОВ «Новомиргородський цукор» СТОВ «Агролан» ПСП «Бирзулове» ТОВ «Коріо» ПрАТ «Новомиргородський елеватор», СТОВ «Правда», ТОВ «Гелія Солар».	Надано фінансову допомогу у реалізації проектів: по реконструкції центрального парку міста; по реконструкції центральної площі міста та фонтану.	успішне

<p>Реалізація заходів Програми підтримки громадських ініціатив Новомиргородської міської ради на 2016-2019 роки</p>	<p>Громада міста Новомиргород</p>	<p>Реалізовано проект по облаштуванню прибудинкових територій двох багатоповерхових житлових будинків (встановлення дитячих майданчиків)</p>	<p>успішне</p>
<p>Сприяння у реалізації проектів за кошти міжнародних донорських організацій</p>	<p>ГО "Ресурсно-інвестиційний центр розвитку громад "Територія успіху"</p>	<p>За сприяння громадської організації реалізовано в місті: проект Посольства ФРН « Створення та організація діяльності тренажерного залу для молоді у Златопільській гімназії м.Новомиргорода» (закуплено спортивні тренажери та обладнання). Вартість проекту – 88,2 тис.грн., з яких кошти ФРН – 66,6 тис.грн.</p> <p>проекти людської безпеки Програми "Кусаноне" Міністерства Закордонних Справ Японії "Покращення умов навчання учнів у Златопільській гімназії м.Новомиргорода". Вартість проекту – 1,1 млн.грн., з яких 907,8 тис.грн.- кошти грантової допомоги;</p> <p>"Реконструкція системи водопостачання, водовідведення в ДНЗ №1,2,3 міста Новомиргорода з встановленням систем доочистки питної води". Загальна вартість проекту 360,4 тис.грн., з яких 324,4 тис.грн. – кошти грантової допомоги.</p>	<p>успішне</p>

Таблиця 6: Галузі (підгалузі) росту та їхні проблеми

Галузь (зростання) або підгалузь	Основні проблеми, які можливо вирішити з допомогою послуг з підтримки бізнесу
Видобувна промисловість	Безперешкодне забезпечення вільного доступу потенційним інвесторам до інформації про вільні земельні ділянки. Надання погоджень на розміщення виробництв на вільних земельних ділянках. Прийняття місцевих нормативних актів, що стосуються розвитку бізнесу, шляхом громадського обговорення та погодження.
Туристична галузь	Безперешкодне забезпечення вільного доступу потенційним інвесторам до інформації про вільні земельні ділянки. Надання погоджень на розміщення об'єктів туристичної інфраструктури на вільних земельних ділянках. Прийняття місцевих нормативних актів, що стосуються розвитку бізнесу, шляхом громадського обговорення та погодження.

Таблиця 7: Потреби приватного сектору у сфері земельних ресурсів та інфраструктури

Назва інфраструктури, яка необхідна для представників приватного сектору	Рівень забезпечення на сьогодні	Потреби розвитку інфраструктури у найближчі 6 років)	Земельні ділянки громади, які можливо використати
Робоча площа для мікро-підприємств або приватних підприємств (майстерні) - (із/без) спільними об'єктами	Наявні земельні ділянки та майно в надлишку.	Відсутні	Відсутні потреби
Офісні приміщення - (із/без) спільними об'єктами	Надлишок приміщень, що перебувають у приватній власності, та можуть використовуватися як офісні площі.	Відсутні	Відсутні потреби
Бізнес-інкубатор (<10 стартапів/ мікро-підприємств; > 10 стартапів/мікро-підприємств)	Відсутні	Відсутні	Відсутні потреби
Бізнес/Промисловий парк	Відсутні	Створення рекреаційної зони відпочинку та розвиток туристичного бізнесу у місті Новомиргород	Лісопаркова зона території колишнього зоотехнікуму, загальна площа 8,5 га.

Науковий/технологічний парк	Відсутні	Відсутня	Відсутні потреби
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Таблиця 8: Положення в сфері кваліфікованих трудових ресурсів

Галузь (Відповідно до Таблиці 1]	Поточне положення в сфері кваліфікованих трудових ресурсів робочою силою (наприклад, значна нестача/невелика нестача/відповідність /перевищення попиту)	Прогнозоване положення в майбутньому (наприклад, значна/невелика нестача/ відповідність /перевищення попиту)	Можливі напрямки дій
Сільське господарство, лісове господарство, рибальство	Відповідність попиту	Відповідність попиту	Філія Кіровоградського обласного комунального навчально-курсowego комбінату «Аграрник», яка діє у місті Новомиргороді постійно проводить підготовку кваліфікованих кадрів за сільськогосподарськими 30 професіями: трактористи, комбайнери
Промисловість	Невелика нестача	Відповідність попиту	Залучення висококваліфікованих спеціалістів з інших регіонів України та випускників ВУЗів України гірничо-видобувного спрямування
Будівництво	Відповідність попиту	Перевищення попиту	Реєстрація фізичних осіб – підприємців по наданню послуг з будівельно-ремонтних робіт для населення (з числа осіб, які працювали та набули досвід виконання будівельних робіт у великих адміністративних центрах України)
Транспорт, складування, поштові та служби доставки	Перевищення попиту	Перевищення попиту	Професійне навчання та підвищення кваліфікації в Центрах професійно-технічної освіти Державної служби зайнятості за іншими професіями.
Готелі, ресторани, громадське харчування	Відповідність попиту	Відповідність попиту	Капітанівський професійний ліцей переробної промисловості, який знаходиться на території Новомиргородського району надає можливість здобути повну загальну середньо-

			спеціальну освіту з професії: кухар, електрик з ремонту та обслуговування електроустаткування
Фінанси та страхування	Відповідність попиту	Відповідність попиту	Спеціалісти, перед початком роботи проходять курси підвищення кваліфікації з поглибленим вивченням банківської діяльності за місцем знаходження центрального офісу банківської установи.
Інші види послуг	Відповідність попиту у сфері обслуговування населення	Відповідність попиту у сфері обслуговування населення	Професійне навчання та підвищення кваліфікаційного рівня у Центрах професійно-технічної освіти Державної служби зайнятості та у інших відповідних ліцензованих спеціалізованих закладах.

Таблиця 9: Як місцевість сприймається її мешканцями

Які позитивні образи наш муніципалітет проектує в зовнішнє середовище	Ступінь важливості (1-5)	Які негативні образи наш муніципалітет проектує в зовнішнє середовище	Ступінь важливості (1-5)
Територія екологічно сприятлива для проживання	5	Незадовільний стан міської інфраструктури	5
Значний потенціал розвитку рекреації та зеленого туризму	3	Низький рівень благоустрою	3
Наявність природних ресурсів та корисних копалин	3	Відсутність сучасних місць відпочинку і дозвілля	3
Можливі дії, легкі для втілення			Під керівництвом
Облаштування сучасних місць відпочинку та дозвілля			Муніципалітету
Створення іміджу території зі сприятливими умовами для ведення бізнесу			Муніципалітету