

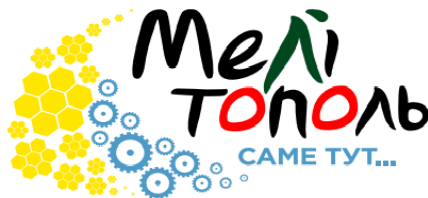


Mayors for Economic Growth

MAYORS FOR ECONOMIC GROWTH (M4EG)

Melitopol City Council

*"THE HONEY CITY, WHICH MAKES LIFE BRIGHT" IS GLORIOUS
WITH ITS GARDENS AND INDUSTRY "*



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 sole responsibility of Melitopol City Council of Zaporizhzhia region.

10 August 2018

Ukraine

Preface from Mayor



Dear citizens of Melitopol!

In modern social and economic conditions, the development of the export potential of small and medium-sized enterprises (hereinafter - SMEs) in Melitopol is extremely acute. Export activity is the source of receipt of funds to the local budget, the guarantee of market expansion, the opportunity to improve the economic well-being and the living standards of Melitopol residents.

The economic sanction introduced by the Russian Federation and the break in political relations between Ukraine and Russia caused the loss of the traditional Russian export market for Melitopol. Under these conditions, entrepreneurs need to quickly and qualitatively reorientate to the work in the markets of the European Union, North America, the Middle East and other regions.

SME exporters, local governments and civil society organizations are to unite in order to minimize and overcome these challenges. It is the intersectoral partnership that is the key to the development of the export potential of SMEs in Melitopol. I believe that it will be economically and socially viable if we involve in this process the more city residents as possible and among them, there will be women, the youth, IDP and ATO veterans.

All of the above-mentioned highlights the need to develop local policies and effective solutions for the development of export activities in Melitopol. First of all, they should be based on the human potential of Melitopol, and the economic environment and the resources available in the city. Secondly, while designing the policies for export advancement we should consider such factors as strategic directions of the city development, regional and national priorities for the development of SMEs, and European and world market trends.

Thus, the idea of the Local economic development plan (LEDP) is to establish an effective dialogue between SME-exporters, local authorities and public organizations to support and develop business, its export-oriented vector and promote entrepreneurship in Melitopol.

It is expected that the center for the pre-sale preparation of fruits and berries, including cherries will become a "growing point" of the Melitopol region economy. We are 100% sure that this center will be an innovative platform that will bring together producers and exporters of the city and the region. Since Melitopol is the cherry capital of Ukraine, such a center will become a promotion instrument of the city, and enhance the export potential of the Melitopol SMEs. Moreover, the center will create new jobs and increase the payments to the city budget.

I want to assure you that the city authorities will do their best to effectively implement the activities of the LEDP. We are focused on the development of the economy and boosting employment so that every resident has decent living and working conditions in Melitopol.

*Sincerely,
Mayor of Melitopol*

Serhii Minko

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1. Executive Summary

The improvement of public-private partnerships at the local level is a key to the successful sustainable economic development. Supporting principles of the Mayor for Economic Growth (M4EG) Initiative, on June 11, 2018, Melitopol City Mayor Serhii Minko signed the Agreement to join the Melitopol City Council of Zaporizhzhia Region to the Initiative.

For Melitopol, the M4EG Initiative is primarily a support for the local community on the way to the economic development, improvement of the local business climate, new jobs, and improvement of the quality of life of Melitopol citizens. Therefore, to solve these key tasks, the working team developed a Local Economic Development Plan (LEDP) based on the idea of intersectoral cooperation between business, local government and civil society organizations in developing the export potential of Melitopol. It should be noted that Melitopol city council will apply best efforts to implement the LEDP.

Melitopol is the second largest city in Zaporizhzhia region in the south-east of Ukraine, the administrative center of Melitopol district with the total area 49.66 sq. km. The distance to the capital of Ukraine, Kyiv is 642 km, to the regional center Zaporizhzhia - 127 km. The population of the city is 153,992 people, of which 46% are men and 54% are women. There is 62.8% of the working-age population in Melitopol. The infrastructure has been improved, communication and transportation are well-developed.

Today Melitopol specializes in machine building, food, and light industry, and also has a significant natural and economic potential for the development of industrial horticulture.

The largest part of the working population is engaged in the sphere of trade, the industrial sector, public administration, education, and healthcare. In Melitopol there are 804 small and medium-sized businesses that contribute significantly to the development of the city economy.

The infrastructure for supporting small and medium-sized businesses is fairly manifold. There are three business incubators, entrepreneurship promotion programs, business centers, credit unions, investment and innovation funds and companies, insurance companies, audit firms, and public organizations.

The SWOT analysis identified the strengths and weaknesses, opportunities and threats of the city, which became the basis for the preparation of realistic action plans to help the city maximize the existing comparative advantages and minimize risks.

With a focus on the private sector, we have formed the vision of development: Melitopol is a "green pearl" of Ukrainian steppes, comfortable for people of different cultures, modern and attractive for entrepreneurial success, open for creativity and a healthy lifestyle.

The health saving space means the opportunities for the successful development of education, intercultural dialogue and business that is ready for international cooperation.

To achieve the vision, the following strategic goals were formed:

Strategic goal 1. To promote a positive image of Melitopol in the international arena, respect for the city producers and their products through implementing an effective marketing policy that promotes the production of local SME-exporters to foreign markets.

Strategic goal 2. To increase the annual export share of high value-added industrial gardening products of the mechanical engineering and agro-industrial sector by 10% for at least ten representatives of Melitopol SMEs by means of public-private partnership mechanisms.

Strategic goal 3. To develop and preserve skilled labor (especially young people) for SME-exporters of Melitopol by the introduction of dual education in institutions of formal education and advanced training in short-term educational programs in non-formal education institutions. To develop a plan for the retention of skilled specialists in the field of mechanical engineering and agro-industrial sector for the period of the LEDP implementation.

In the course of realizing the objectives of the Plan, the focus will be given on commodity producers and exporters of horticultural products in Melitopol and Melitopol district. The clusters of commodity producers of machine building and agro-industrial sector based on the principles of public-private partnership will be established. The main tasks of the clusters are to establish a sustainable internal market and general coordination of entrepreneurship, training of workers in the labor professions and the formation of a competitive policy in the city.

The Action Plan consists of 44 activities aimed at developing the export potential of Melitopol SMEs, in particular, the creation of value chains in the agro-industrial sector and new jobs; expansion of the sales markets; creation of an effective communication with the investor; training and professional development of specialists in the sphere of export-oriented activities of SME exporters; promotion of the city.

The total sum of the events is UAH 80232594 or EUR 2571551. Financing of the activities by Melitopol City Council and private sector will be carried out on a parity basis. The ratio of funds from the Mayor for Economic Growth (M4EG) Initiative is 30,24%. The local budget ratio will be 0,89%. The rest of the funds will be drawn from the budgets of higher level, private and donor sources.

2. List of Tables and Figures

- Tab. 1. Action Plan
- Tab. 2. Financing scheme
- Tab. 3. Monitoring Indicators

3. A list of abbreviations

AIS – agro-industrial sector
AR Crimea – The Autonomous Republic of Crimea
ATO – Anti-terrorist operation
IDP – internally displaced people
EU – The European Union
IEA – international economic activity
CMU – The Cabinet of Ministers of Ukraine
Coordinating Council – Melitopol Business Development Coordinating Council
SMEs – small and medium-sized enterprises
NGO – non-governmental organization
SCO – Civil Society Organization
LGA – local government authority
LEDP – Local economic development plan
RF – The Russian Federation
CIS – Commonwealth of Independent States
AMC - Agricultural Multifunctional Cluster
ASC – Administrative Service Centre

4. Introduction to plan

Today, strengthening of the public-private partnerships at the local level is the key to the successful sustainable economic development. Supporting principles of the Mayor for Economic Growth (M4EG) Initiative, on June 11, 2018, Melitopol City Mayor Serhii Minko signed the Agreement to join the Melitopol City Council of Zaporizhzhia Region to the Initiative. To develop the Local Economic Development Plan within the framework of the Initiative, we created a working group consisting of representatives of business, local government, educational and scientific institutions and civil society organizations of Melitopol (see Appendix A).

Melitopol is the second largest city in Zaporizhzhia region in the south-east of Ukraine, the administrative center of Melitopol district with the total area 49.66 sq. km. The distance to the capital of Ukraine, Kyiv is 642 km, to the regional center Zaporizhzhia - 127 km. There is a cargo airfield in the city. The nearest international airport is in Zaporizhzhia (127 km). There are two highways of European significance: E58 Vienna-Uzhhorod-Odessa-Rostov-on-Don and E105 Kirkenes-St. Petersburg-Moscow-Kharkiv-Yalta). An electrified railway line of international importance goes through Melitopol. The nearest river port is in Zaporizhzhia (127 km, the Dnipro River). The nearest seaport is Berdyansk (120 km, The Azov Sea), a port in Kherson (231 km, The Black Sea). The nearest river container terminal is in Zaporizhzhia (127 km). In the city, there is a cargo airfield. The nearest international airports are the city of Zaporizhzhia (127 km). Two highways of European importance pass through the city (E58 Vienna-Uzhgorod-Odessa-Rostov-on-Don and E105 Kirkenes-St. Petersburg-Moscow-Kharkov-Yalta), as well as a major railway line.

The population of Melitopol is 153.9 thousand people, 62.8% of which are people of the working age. According to official statistics, at 1 January 2018 4321 IDPs from Donetsk and Luhansk have been registered in Melitopol. Most of them need to adapt to new living conditions, get employed and often need job retraining.

Due to the decline in production during 2014-2016, the situation on the labor market of Melitopol has become tense and unstable with the progressing unemployment rate. By January-February 2018, the share of the unemployed was 2.5% of the working-age population. In addition, the social and demographic aspects of unemployment make the situation more complicated: 61.9% of the unemployed are women, 43.2% are young people. So, the community faces the challenge to reduce the unemployment rate by creating a favorable investment climate and innovative SMEs in the city. Since Melitopol is located near a large recreational area on the coast of the Sea of Azov (Berdyansk, Kyrylivka, Prymorsk) and is close to a significant source of raw materials (metal, vegetables, fruit, grain, honey), it is essential to develop the machine-building and food industries.

For Melitopol the EU initiative "Mayors for Economic Growth" is, first of all, the support of the local community on the way to economic development, which is currently very difficult to obtain. Melitopol city council will try to make every effort to implement the project. To do this, the local authorities will spend budget expenditures in the amount of 29 348 euros to improve the local business climate, create conditions for economic growth and new jobs.

The Local Economic Development Plan is based on the idea of intersectoral cooperation between business, local government and civil society organizations for the development of Melitopol export potential. The basis for LEDP is a number of national, regional and local regulatory documents. In particular, the Strategy for the Development of SME in Ukraine for the period up to 2020 includes Goal 4 "Increasing the share of exporters from 6 to 9 %" and a strategic direction "Export Promotion for SMEs".

The Plan of Local Economic Development will be the key part of the Melitopol Development Strategy by 2030.

When designing local policies and effective solutions for the development of export activities in Melitopol, we should consider local strategic directions, regional and national priorities of SME development as well as European and world market trends. This is the very idea that is presented in the Local Economic Development Plan.

5. The development of local economic development plan

In order to develop the LEDP within the framework of the EU initiative "Mayors for Economic Growth" the Working Group was created by the Melitopol City Mayor's Decree, based on the voluntary basis and the involvement of really interested professional and efficient people.

The Working Group consists of 34 people who are community leaders, business managers, CEOs, deputies of the Melitopol City Council, and employees of local government executive bodies, scientific and educational institutions, and public organizations.

The development of the Local Economic Development Plan took place in the form of discussions and focus groups during 7 meetings. At the first meetings, the Working Group analyzed the local economic situation and assessed internal and external factors through SWOT analysis. As a result, key strengths and weaknesses and prospective sectors were identified as the driving force for Melitopol economic development.

At other meetings, the participants identified a particular idea, developed an action plan for its implementation and worked out a financing scheme. There had been long discussions and disputes until the final idea was selected by the majority of votes. Considering the suggestions of the Working Group members, it was decided to choose the proposition of the development of Melitopol SME's potential on the basis of public-private partnership because the successful activities of SME representatives are the key to the economic development of the community.

Public-private partnerships are particularly relevant in the conditions of limited budgetary opportunities and crisis phenomena in the economy. Thus, this idea turned out to be the most promising from the point of view of the Working Group participants.

LEDP for Melitopol is primarily an improvement of the quality of life and economic potential of the community, as well as ongoing cooperation between the representatives of government, business, science, and civil society.

6. Local economic analysis

6.1. Analysis of Local Economic Structure

Melitopol is the second largest city in Zaporizhzhia region in the south-east of Ukraine, the administrative center of Melitopol district with the total area 49.66 sq. km. The population of the city is 153,992 people, of which 46% are men and 54% are women. There are 62.8% of the working-age population in Melitopol. People are largely employed in the areas of trade, industry, public management, education, and health.

Of the total area of the city, 3,348 hectares of the territory is occupied by residential and industrial buildings. 804 enterprises are actively operating in Melitopol including these industrial enterprises: machine building - 128 enterprises; food industry - 25 enterprises; light industry - 18 enterprises.

A number of Melitopol enterprises are known not only in Ukraine but also in other countries of the world. They are a turbocompressor plant "Turbocom", TAVRIA Founding Company TALKO, "Thermolit" Company, Melitopol Oil Extraction Plant, LLC "Melitopolskaiia cherry", LLC "Agro-service", LLC "SSK-Engineering" and others. They export their products to Kazakhstan, Belarus, and other countries of Europe and Asia. Partially Melitopol producers cracked the markets of China, India and the United States that are leaders in importing fats and oils of vegetable and animal origin.

Small and medium-sized businesses largely contribute to the economy of the city. According to the statistics, in Melitopol 10 thousand people account for 46 small businesses. In total, there are 804 enterprises operating in the city including 39 medium-sized businesses, 765 small enterprises, and 637 micro-businesses.

As of 01.01.2018, the volume of the output sold (goods, services) amounted to UAH 5749091.3. Average enterprises accounted for 68.7%, small - 31.3%, microenterprises - 12.4% of the total sales volume.

As of 01.01.2018, Melitopol exported products amounting to USD 78.4 million which is by 21.6% more than in 2016. At the same time, in 2016-2017 the structure of exports changed significantly. Such factors as high level of moral and physical depreciation of fixed assets and the high cost of production due to high energy and resource consumption significantly affect the competitiveness of industrial products. It also leads to a decrease in the share of exports in the field of engineering and an increase in the share of agricultural products, including commercial horticulture.

Melitopol has a significant natural and economic potential for the development of commercial horticulture. Cherry orchards of our region occupy 2.5 thousand hectares, which is 25% of the total area of the corresponding gardens in Ukraine. The regional assortment of commercial horticulture comprises 44 sorts of sweet cherries created by the scientists of the Melitopol experimental gardening station. These sorts are listed in the Register of plant varieties suitable for distribution in Ukraine.

The infrastructure of fruit and vegetable producers in Melitopol district is quite specific. A vast majority of the horticultural products is collected on the personal plots of Melitopol and Melitopol district and only 7% is grown on professional farms. Local citizens and small farmers are not able to export horticultural products due to small volumes of the grown fruit and berries and lack of experience in growing products for export. This translates to a low profitability of this activity. Moreover, medium and large horticulture producers require the pre-sale processing of export-oriented products which will positively affect their added value.

Specialists required for the city development are trained in such educational institutions as Tavria State Agrotechnological University, Bogdan Khmelnytsky Melitopol State Pedagogical University, Melitopol industrial-economic college, Technical School of Hydromelioration and Mechanization.

6.2. Local Cooperation and Networking

A vivid illustration of intersectoral partnership in the city is a well-developed system of cooperation between local authorities, business and the public. A common goal of the above-mentioned parties is to combine efforts and strengths for achieving a synergistic effect resulting in the improvement of the quality of citizens' life.

The City Council cooperates closely with all public organizations providing them with all sorts of support. There are about 30 active public organizations in the city. They are focused on cultural and educational activities, promoting the sport, patriotic education, local studies, support to socially unprotected segments of the population, volunteer assistance to the Armed Forces of Ukraine, servicemen (participants of ATO and UFO (United forces operation), IDP internally displaced persons, sports development, etc.

Melitopol has a well-developed SME support infrastructure. There are three business incubators in the city. Along with them, the local business receives support from business centers, credit associations, investment funds, and innovative companies, insurance agencies, audit firms, information, and consultative institutions and public organizations (Melitopol city employers' organization "Potensial", NGO "Innovations and social and economic initiatives "and others).

As an example of effective intersectoral cooperation and interaction at the local level is the activity of Melitopol Business Development Coordinating Council (hereinafter referred to as the Coordinating Council). The Coordinating Council is a permanent advisory and advisory body the main purpose of which is to provide effective mechanisms for the development of small and medium-sized businesses in Melitopol. The Coordinating Council consists of local business, authorities and the public representatives.

Another example is an international technical project "Ukraine Horticulture Business Development Project" which is effectively operating in Melitopol and its district. The projects are funded by the Government of Canada. This project is aimed at the development of small and medium-sized businesses in the field of fruit and vegetable production and beekeeping. Melitopol City Council signed a Memorandum of Cooperation with the Project.

To create favorable conditions for the development of medium and small business in the city and to unite the interests of business and city authorities, in 2016 the Melitopol City Council approved an integrated project "Melitopol Entrepreneurship Development Program for 2017-2018". The successful experience of supporting small and medium-sized businesses through the abovementioned programme stimulated the development of a similar project "Melitopol Entrepreneurship Development Program for 2019-2020" the planned amount of financing of which is 980 thousand UAH.

The successful cooperation between local business, government, and the public allow us to hope for a successful development of the export potential of the Melitopol SME exporters, including those businesses that specialize in commercial horticulture.

6.3. Business-friendly, Transparent and Corruption Free Administration

Fighting corruption and increasing transparency are the main priorities of Melitopol city authorities. In January 2018, Melitopol became a member of the Transparent Cities project (by "Transparency International Ukraine") to develop an open, predictable and transparent environment. The Transparent Cities project allows municipalities to assess the transparency, the amount of provided information to the citizens, the quality of preventive anti-corruption activities and openness to citizens. In 2017, Melitopol took the 52nd position out of 100. After mobilizing the efforts of the Mayor's team during the first half of 2018, Melitopol rose to the 21st position in the rating going ahead of Berdyansk (24th position) and Zaporizhzhia (70th position).

To prevent corruption, the Administrative Service Centre was created. It provides administrative and municipal services. All business registration applications are considered by the City Council within the statutory time limit. In order to improve communication with the business community, the Mayor has introduced monthly conferences where business issues and ways of building partnerships at the local level are discussed.

Despite the positive dynamics in the development of transparent environment, a number of problems that worsen the business climate in the city remain unresolved. Below, here is a list of the current problems:

- The need to publish a dataset
- Promulgation of the list of land-use decision projects
- The lack of information about public contests on the alienation of land owned by the community
- Insufficient disclosure of information about objects and premises of the communal property

The solution of these tasks is seen in the implementation of activities in the LEDP.

6.4. Access to Finance

Melitopol is a city of regional importance. The city consolidated budget includes a budget of one level - urban. The revenues of Melitopol budget are formed from tax revenues, non-tax revenues, and income from capital transactions, trust funds, and transfers. The growth rate of city budget revenues (excluding transfers) during 2014-

2017 were high and exceeded the national average level. The amount of city budget revenues is UAH 466 100 000 which are taxes and payments.

In addition to local programs for the development and support of entrepreneurship, the representatives of the mechanical engineering and agro-industrial sector of Melitopol district together with local governments are looking for alternative sources of financing that will promote the production of SME exporters of Melitopol to foreign markets. The state provides essential support for the further revival of the gardening industry. In 2018, agricultural enterprises have the opportunity to receive compensation for interest on the use of loans and compensation for 80% of the costs for purchasing of fruit and berry and grapes. The Government also increased the compensation for agricultural machinery from 20 to 25%, and to farms - up to 40%. Agricultural service cooperatives have the opportunity to receive 70% compensation for the purchased equipment. It is assumed that such opportunities will be available in 2019-2020.

As of 01.08.2018 the producers of agricultural products of Melitopol, in particular, LLC "SSK-Engineering" and LLC "Melitopolskaia cherry", are included in the list of applicants for state support under the budget program "Establishing and maintenance of orchards, vineyards and berry fields and supervision of them".

The financial infrastructure of the city is represented by the branches of almost all banking institutions of the country. There is a practice of cooperation between banking institutions and the Melitopol City Council in the implementation of state programs. Most banking institutions have programs to support SMEs. Despite there are about forty credit services, they mostly satisfy the consumer needs while interest rates are very high. The practice of credit unions is not common in the city.

6.5. Land and Infrastructure

The situation with free land is extremely tense in Melitopol. Approved in, the local master plan, enacted in June 2017, has not solved the issue of land shortage. Since Melitopol is "clamped" by the territories of neighboring villages, the only solution to the problem of the land availability is the joining of the surrounding rural and village councils to the city. In parallel with the expansion of free lands like Greenfield, the city authorities together with the business are actively pursuing the more effective use of land plots like Brownfield.

An example of such activity is the creation on the basis of public-private partnership the industrial park "Melitopol" by means of restoration of industrial capacities of the former plant of PJSC "Refma".

Melitopol has a developed transport infrastructure, which includes a network of highways, railways, and bus stations so the transportation of passengers and cargo is possible by various means of transport. The total length of the automobile network within Melitopol is about 345 km, including 167 km of asphalt covering, 165.5 km of groundwater, 7.5 km of gravel and about 5.0 km of other coatings (concrete, pavement).

Water supply in Melitopol is carried out round-the-clock by two water inlets in Melitopol and Novopylypivka. The property of the communal institution "Vodokanal" includes 10 pumping stations of the sewage system with an output of 60 thousand m³ / day; central treatment plants with complete biological treatment the output of which is 63 thousand m³ / day.

As of 01.01.2018, the street lighting system in Melitopol covers 100% of main streets and the private sector. Taking into account the interior territories, this figure is 85%. The total length of the air lines is 326.5 km.

6.6. Regulatory and Institutional Framework

Melitopol City Council was founded in 1923. The total number of deputies of the Melitopol City Council of the VII convocation is 42 people. The structure of the city council corresponds to the requirements of human, infrastructural, financial capability to perform the powers determined by law.

There are permanent deputy commissions:

1. The Permanent Committee on Budget and Social and Economic Development of the City (9 deputies)
2. The Permanent Committee on Housing and Communal Services and Fuel and Energy Complex, Entrepreneurship, and Industry (9 deputies)
3. The Permanent Committee on Humanitarian Affairs, Anti-corruption activities, Legality, Regulations, Deputy Activities and Ethics (5 deputies)
4. The Permanent Committee on Land Relations and Communal Property of the territorial community (9 deputies)
5. The Permanent Committee on Architecture, Construction, Transport, Communications and Regulatory Policy (7 deputies).

By decision of the 31st session of the Melitopol City Council of Zaporizhzhia region (17.05.2017) under No 11, the Executive Committee of the Melitopol City Council of Zaporizhzhia region was created. It consists of 17 (seventeen) people.

The Administrative Service Centre effectively solves the problems of business in the field of granting permits on "a single window" principle. Every day it serves from 200 to 250 people. In 2017, the ASC provided 50,731 administrative services.

6.7. Skills and Human Capital, Inclusiveness

In Melitopol, the issues of employment and providing the city economy with qualified personnel are extremely acute. During January-December 2017 in the Melitopol city employment center, 2786 vacancies were registered, which is 15.6% more than in the previous year. 2634 vacancies were staffed in 2017 (94.3%).

Young people, women, and persons with disabilities remain the most vulnerable in the employment market. In order to promote employment of citizens who need social protection and unable to compete on an equal footing at the labor market, the city authorities do their best to retrain the residents and improve their skills. In 2017 11 people with disabilities took further training at the local enterprises, after the training they all received jobs.

To overcome the qualification imbalance in the labor market and employ socially unprotected citizens, the employment service constantly cooperates with employers and provides vocational training for the unemployed, taking into account the employers' needs.

Despite the above-mentioned employment situation, the issue of providing the city economy with skilled professionals has not been solved. Having an extensive network of educational institutions (26 pre-school and 23 general education schools, 6 vocational schools, 4 university branches, and 2 state universities), the city still suffers from a shortage of qualified personnel. First of all, it concerns the specialists in the field of mechanical engineering and the agrarian sector. Annually 3 thousand students graduate from institutions of higher and vocational education of the city but most of them are not going to work in the specialty.

Many graduates who have required qualifications go abroad or to other cities. Thus, there are two major objectives: to create conditions for skilled personnel so that they remain in the city and to provide flexible acquisition of the professional knowledge and skills a person might need during this or that period of life.

To address the objectives of the local LEDP, it is planned to introduce a dual system for training specialists in the field of export-oriented activity of Melitopol SME-exporters in accordance with the "Concept of introduction dual education in Ukraine" and foster the business incubator activity that operates in Tavria State Agrotechnological University. The business incubator will allow prospective young people to create their StartUps, primarily in the agrarian sector.

To fulfil the objectives related to regular updating of knowledge in the field of export-oriented activities, Melitopol-SME exporters are offered to upgrade their qualification at the short-term courses in local vocational education institutions or use the services of non-formal education providers. The major objective of these educational services providers has to be the identification of the needs of SME-exporters, the preparation of appropriate training programs and training of SME-exporters.

An example of an educational services provider specializing in the training of experts in the field of export activity is NGO "Adult Education Center", created by the NGO "Ukrainian Association of Learning Cities" and NGO "Community Development Office". The employees of SME-exporters of Melitopol take short courses in the Center. There are the following courses: "Export from A to Z", "English for exporters", "English for beginners", etc. It is anticipated that in the course of the project, the list of educational training programs will be expanded and the number of employees of the SME-exporters who take the courses will be increased.

It is expected that during the implementation of the Local Economic Development Plan, the situation with employment of the population and provision of the city economy by skilled personnel will significantly improve. The driving factors will be the following: the establishment of trust between the business and the institution of higher and vocational education through the involvement of businesses in the preparation of educational programs; introduction of the dual system of training specialists; orders from business for the training / retraining of employees in formal and informal education institutions.

The program of retaining qualified personnel in engineering and agriculture for the graduates of higher and vocational education institutions will become an effective mechanism for providing the city economy with young personnel and will improve the demographic situation in the city.

The local self-government bodies together with the representatives of Melitopol Business Development Coordinating Council developed the Employment Program of Melitopol for 2018-2020. The goals of the program are to implement a local policy to expand the opportunities for the citizens to realize their right to decent work; increase the welfare of the welfare; to improve the quality of life of the city population by ensuring positive structural changes in the economy of the city of Melitopol. It is forecasted that during the implementation of the Program during 2019-2020 the city will employ at least 302 people (147 people in 2019 and 155 people in 2020) for new jobs.

6.8. External Positioning and Marketing

A core objective of modern city management is to ensure the attractiveness of the city for both investors and residents. attractiveness for residents and visitors. The city of Melitopol is developing according to the Strategy for the Development of the City of Melitopol until 2020, adopted in 2012.

In accordance with the operational objective No. 2.3 Municipal Marketing, the city developed the Marketing Strategy of Melitopol with the support of the consultants of “Partnership for Local Economic Development and Democratic Governance Project” (PLEDGE). The strategy was adopted at the 33rd session of the Melitopol City Council in 2017.

The strategy provides the following tasks: to make the city attractive and open, ready for innovation and partnership; to support business through active advertising of all the city opportunities; to make the city a tourist and business center in the south of Zaporizhzhia region known in Ukraine and abroad; to create vibrant cultural life and develop an intercultural dialogue for attracting tourists and new residents.

The implementation of the Marketing Strategy involves the implementation of such strategic directions as "Business Melitopol", "Melitopol for investors", "Melitopol for local citizens and guests" and "Hospitable Melitopol".

Melitopol City Council approved the city program "Support in the promotion of Melitopol production to Foreign Markets" (hereinafter - the Program). The purpose of this program is to develop local policies and together with business find effective solutions for the development of export activities in Melitopol, based on available resources and economic conditions in the city. They will also consider the strategic directions of the city development, regional and national priorities of SMEs, as well as European and world market trends. The program aims to promote interaction between business and local authorities in increasing the volume of exports of local commodity producers.

In order to promote local potential exporters and their products in the city, there is a web platform - Melitopol Investment Portal (<http://www.investmelitopol.gov.ua>), which is available in Ukrainian, English, and German. Here you can view the Investment Passport of the city.

In order to promote the city's brand as "a cherry capital of Ukraine", the city holds an annual festival "Chereshnevo". Within the framework of the festival, there is a trade forum "Agro Territory" in which about 300 producers of agrarian products take part. The purpose of the forum is to support local producers, establish trade relations and create effective mechanisms for cooperation between producers and consumers of fruit and vegetable products.

Considering the prospects of SMEs in the field of fruit and vegetable production in Melitopol region, the Project “Ukraine Horticulture Business Development Project” became a reliable partner in the development of the city. The Project contributes to attracting investments for the development of Melitopol infrastructure and creating value-added agricultural products; consults on the implementation of projects aimed at the export of fruit and vegetable products and processed products by Melitopol exporters.

Melitopol is an intercultural city inhabited by the representatives of various ethnic groups and nationalities (Bulgarians, Armenians, Karaites, Crimean Tatars, Germans, and Greeks). Since 2008, the city participates in the project of the Council of Europe "Intercultural Cities". Every year a festival "Easter in an Intercultural City", a festival for schoolchildren "Circle of Friends" and others are held in the city. National Societies promote Melitopol in the international arena. Melitopol has established twinning contacts with the municipalities of Sliven (Bulgaria), Kedainiai (Lithuania), Borisovsky and Pukhovitsky districts (Belarus), Gori (Georgia), and Brive-la-Gaillard (France). With the help of entrepreneurship, it is essential to develop business and cultural relations with other European and Asian countries.

7. Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

One of the proven tools for selecting the priorities for the strategic development of the city is a SWOT analysis. The analysis of statistical information identified the strengths and weaknesses, opportunities and threats for the city. A general SWOT analysis served as the basis for the preparation of realistic action plans that should help the city profit the existing comparative advantages and minimize risks.

<u>Strong points</u>	<u>Weak points</u>
1. Favorable geographical position (highways, proximity to the resort and recreation zone).	1. The low purchasing power of the population.
2. Favorable climatic conditions and a good ecological environment.	2. Reduced demand for the products of SME-exporters and an unfavorable pricing environment in the international markets.
3. A developed sector of commercial horticulture.	3. The growth of unemployment and employment decline.
4. Developed small and medium business.	

<p>5. A network of educational and scientific institutions. 6. A brand image in place “Melitopol is a cherry capital of Ukraine”, a well-known image at the national level. 7. Effective interdepartmental cooperation. 8. A political will to transparency and public communication. 9. Profile universities for training of specialists. 10. High-quality administrative services for the local residents and business. 11. The proximity of raw materials to produce food products.</p>	<p>4. The imbalance between demand and supply of workforce in the labor market of the city, the shortage of trade job personnel. 5. The deteriorated financial standing of local enterprises, including SME exporters, and lack of access to credit. 6. Image of a city located close to the conflict zone. 7. The lack of a policy of retaining highly qualified specialists. 8. The dominance of the export of goods and raw materials with low added value.</p>
<p><u>Opportunities</u> 1. Free Trade Agreement which Ukraine signed with the EU enables Melitopol enter foreign markets 2. Decentralization (process of community association).</p>	<p><u>Threats</u> 1. The political situation in the country. 2. Ongoing armed conflict in certain areas of Donetsk and Luhansk regions, temporary occupation of the Autonomous Republic of the Crimea. 3. High level of labor migration.</p>

8. Vision and Objectives (including expected results)

To formulate the mission and vision, and development strategy of Melitopol, it was decided to establish a Working group. The objective of the Working group was the formation of the Development strategy of Melitopol based on the results of a survey of citizens with the active participation of the public, business, scientists. While identifying the mission of the city, the greatest emphasis was given to the development of the intercultural component, attracting young people to the development of urban space, the development of machine-building and gardening, innovation, and the improvement of the quality of life.

The mission of the city: Melitopol is an organic part of the Molochnaya river-valley, a place of strength and good energy, a traffic intersection (a logistics hub) on the Azov coast, a city of friendly people, a happy multinational family, and a cherry paradise.

Vision.

Melitopol is a "green pearl" of Ukrainian steppes, comfortable for people of different cultures, modern and attractive for entrepreneurial success, open for creativity and a healthy lifestyle.

Melitopol is a space that creates opportunities for the successful development of education, intercultural dialogue and business which is ready for international cooperation.

Strategic goal 1. To promote a positive image of Melitopol in the international arena. Respect for the city producers and their products by implementing an effective marketing policy that promotes the production of local SME-exporters to foreign markets.

Strategic goal 2. To increase the annual export share of high value-added mechanical engineering and agro-industrial sector products by 10% for at least ten representatives of Melitopol SMEs by means of public-private partnership mechanisms.

Strategic goal 3. To develop and preserve skilled labor (especially young people) for SME-exporters of Melitopol through the introduction of dual education in institutions of formal education (universities and vocational schools) and advanced training in short-term educational programs in non-formal education institutions. To develop a plan for the retention of skilled specialists in the field of mechanical engineering and agro-industrial sector for the period of the LEDP implementation.

9. Action plan

The action plan consists of 44 activities aimed at developing the export potential of SMEs in Melitopol. The activities of the Plan are realistic and achievable and cover the period from 01.01.2019 to 31.12.2020. The vast majority of events are implemented in close partnership with local business. The total cost of the Plan activities is UAH 80232594 UAH / EUR 2571551. The Euro rate is calculated on the basis of the National Bank of Ukraine rate as of 01.08.2018 which is UAH 31.2 for EUR 1. Measurable indicators and performance criteria are defined for each of the activities.

Among the possible risks of the successful Plan implementation are the inflation factors, therefore certain changes may be introduced. The Plan is focused exclusively on the development of the private sector and civil society and does not contain political connotations and conflicts of interest. Therefore, its implementation is predicted with a high degree of certainty.

The Department of Strategic Development of the Executive Committee of the Melitopol City Council of Zaporizhzhia region is responsible for implementing the Action Plan and monitoring of the indicators.

Table 1. Action Plan

<i>Building blocks</i>	<i>Key Objectives</i>	<i>Actions</i>	<i>Duration</i>	<i>Partners involved</i>	<i>Estimated costs</i>	<i>Results</i>	<i>Monitoring indicators</i>
Transparent, corruption-free administration which promotes business development	1. To improve the image of Melitopol in the international arena, to foster a positive attitude to the city producers and their products by implementing an effective marketing policy to promote the products of local SME exporters to foreign markets	1.1. To increase the level of transparency and accountability of the city administration through participation in the Transparent Cities project	01.01.19-31.12.20	The Executive Committee of the Melitopol City Council, the community,	UAH 2077192 / EUR 66574	The level of transparency and accountability of local authorities has increased	The level of transparency and accountability of city authorities increased by 25 points in the transparent cities rating
		1.1.1. To determine the current state of the transparency rating of Melitopol	01.01.19-31.01.19	business representatives, Transparency International Ukraine, NGO "The	UAH 25914 / EUR 831	Awareness of existing problem areas and development of activities to solve them	The current state of transparency of the city of Melitopol in the "Transparency rating of the 100 largest cities of Ukraine" is determined 80+ points
		1.1.2. To apply for membership in the Transparent Cities Club	01.02.19-28.02.19	Institute of Political Education",	UAH 29874 / EUR 958	Understanding the fact that the city is among other cities that develop rapidly	Application for membership in the "Transparent Cities Club" is submitted
		1.1.3. ABC-analysis of 91 indicators from 13 spheres of the city activities	01.02.19-28.02.19	Mass Media, City Council web portal developers	UAH 38956 / EUR1248	Local authorities have identified the "growth points" on the way transparency	Priority of improvement of indicators is determined
		1.1.4. To draw up an action plan to improve transparency indicators to 80+	01.03.19-30.03.19		UAH 35245 / EUR1129	Local authorities and civil society have identified the opportunities and ways of improving indicators	An action plan to improve transparency indicators by 80+points is developed

	1.1.5. To identify of the electronic services for the effective interaction of city authorities with the residents and business	01.04.19-30.04.19		UAH 35847 / EUR1148	Effective interaction of city authorities with city residents and business representatives	A list of electronic services for effective interaction of city authorities with residents and businesses is completed	
	1.1.6. To develop and maintain the city web portal for effective communication of local authorities, business and the residents	01.05.19-31.12.19		UAH 1166558 / EUR 37389	The level of communication between local authorities, business and the residents have been increased	A technical task is prepared; a web-portal is developed. The number of requests for the services provided by the electronic service on the web portal has been increased by 10%	
	1.1.7. To implement an action plan to improve transparency indicators to 80+	01.04.19-31.12.20		UAH 744798 / EUR 23871	Intersectoral cooperation between local authorities, civil society, and business in enhancing transparency and accountability of local authorities	The Action Plan to improve the transparency indicators for the 80+ indicators is implemented The indicators of the transparency rating of Melitopol in the "Transparency rating of 100 largest cities of Ukraine" by 80+ points are updated	
	External positioning and marketing	1.2. To implement activities to position Melitopol as a city of entrepreneurial activity	01.01.19-31.12.20	The Executive Committee of the Melitopol City Council, the community, business representatives, Ministry of Regional Development, Construction and Housing and	UAH 4681267 / EUR 15043	Melitopol is noticeable as a city of entrepreneurial activity	More than 12 events on the positioning of Melitopol as a city of entrepreneurial activity are held
		1.2.1. To hold Doors Open Days by the leading enterprises of the city, including SME exporters, and Job Fair "Career Day"	01.06.19-31.12.20	Communal Services of Ukraine; International technical	UAH 642702 / EUR 20601	The recognition of local enterprises has increased, including SME-exporters. City residents are well aware of their career opportunities. The level of unemployment has been reduced	At least 10 events are held in the format of Doors Open Days (More than 200 participants are involved) and 2 Job Fair "Career Day" are held (More than 200 participants are involved)
		1.2.2. To implement activities to create a positive image of Melitopol and promote the brand of the city	01.06.19-31.12.20	assistance project "Partnership for Local Economic	UAH 2689451 / EUR 86201	Recognition of Melitopol, its enterprises and the popularization of the brand	More than 3 events are held and more than 17,000 participants are attracted annually
		1.2.2.1. To establish and hold the annual festival "TechMelitopol"	01.10.19-31.12.20		UAH 333457 / EUR 10687	The level of recognition of the city enterprises including SMEs-exporters has been	The annual festival "TechMelitopol" is held and no fewer than 1000 participants are

		Development and		increased	attracted annually
1.2.2.2. To hold the annual festival of Melitopol region "Chereshnevo"	01.06.19-31.12.20	Democratic Governance Project" (PLEDDG) (The Cabinet of Canada);	UAH 534850 / EUR 17144	The brand "Melitopol - Cherry Capital of Ukraine" has been promoted. The level of recognition of Melitopol has been increased	The annual festival of Melitopol region "Chereshnevo" is held and no fewer than 15000 participants are attracted annually
1.2.2.3. To hold the annual trade forum of producers and buyers of berries, fruits and vegetables "Agroteritoria"	01.06.19-31.12.20	International technical assistance project "Ukraine Horticulture Business Development Project" (The Cabinet of Canada);	UAH 684659 / EUR 21945	The level of recognition of the city enterprises including SMEs-exporters has been increased. Business contacts between producers and exporters have been established	The annual annual trade forum of producers and buyers of berries, fruits and vegetables "Agroteritoria" is held and no fewer than 500 participants are attracted annually
1.2.2.4. To create an exhibition hall "Production diversity of Melitopol"	01.01.20-31.10.20	Municipal institution "Melitopol Development Agency"	UAH 434144 / EUR 13914	All-embrasive marketing of the city and popularization among the youth	The exhibition hall is created
1.2.2.5. School of Melitopol Ambassadors	01.06.19-31.12.20		UAH 702341 / EUR 22511	Melitopol is promoted on the international level	Melitopol Ambassador School is held. Nearly 50 participants of the school got the certificates
1.2.3. To implement activities to position Melitopol as an attractive city for investors	01.01.19-31.12.20		UAH 1349114 / EUR 43241	The investment climate in Melitopol has been improved	The annual share of foreign investment is increased by 10%
1.2.3.1. To develop an investment portal	01.03.19-31.12.20		UAH 378620 / EUR 12135	Entrepreneurs got the support in the search for investments	The investment portal is developed
1.2.3.2. To establish an office for supporting exporters	01.01.19-31.12.20		UAH 970494 / EUR 31106	The work of the Export Assistance Office	The number of the investors attracted is increased by 10% compared to the previous year

Intersectional cooperation	2. To increase the share of high-level value-added mechanical engineering and agro-industrial sector products from ten Melitopol SME-exporters by 10% annually through public-private partnership mechanisms	2.1. To create clusters in the field of machine engineering and agro-industrial sector	01.01. 19-31.12. 20	The Executive Committee of the Melitopol City Council, the community,	UAH 67925247 / EUR 2177092	The share of exported products with high-added value has been increased	The clusters in the field of machine engineering and agro-industrial sector
Land resources and infrastructure		2.1.1. To conduct negotiations between SME producers and exporters, city authorities and public organizations about creation the clusters	01.01.19-31.01.19	business representatives,L LC Meliopolskaiia cherry",	UAH 39986 / EUR 1282	SME producers and exporters of fruit are ready to cooperate with each other	A Memorandum on establishing the clusters is signed between SME producers, exporters of fruits and berries, city authorities and public organizations
Legal and institutional base		2.1.2. Registration of clusters in the field of machine engineering and agro-industrial sector	01.02.19-30.04.19	Melitopol Business Development Coordinating Council,	UAH 5124 / EUR 164	Clusters in the field of machine-building and agro-industrial complex were created	Registration of clusters is carried out
		2.1.3. To prepare business - plan of clusters activity	01.02.19-31.01.20	technical assistance project	UAH 68942 / EUR 2210	A business plan has been designed	A business plan of clusters activities were prepared
		2.1.4. To sign a memorandum of cooperation between the founders of clusters in the field of machine engineering and agro-industrial sector and market subjects	01.02.19-31.03.19	“Partnership for Local Economic Development and Democratic Governance Project”		Cooperation of the founders of clusters and the market participants has been built	A Memorandum on Cooperation between the founders of clusters and market participants is signed
		2.1.5. To develop the design and research documentation for the construction of cluster production facilities	01.04.19-30.04.19	(PLEDDG) (The Cabinet of Canada), International	UAH 842672 / EUR 27008	Design project for the construction of cluster production facilities	Design and research documentation for the construction of cluster production facilities has been developed.
		2.1.6. Registration of permission documents for the construction of cluster production facilities	01.04.19-30.09.19	technical assistance project “Ukraine Horticulture	UAH 201478 / EUR 6458	Required permission documents	Permission documents for the construction of cluster production facilities are completed
		2.1.7. Construction work on the cluster production facilities	01.07.19 - 30.09.19	Business Development Project” (The Cabinet of Canada), Department of	UAH 20914867 / EUR 670349	Cluster production facilities	The construction work on the building of the cluster production facilities is completed
		2.1.8. Purchase of cluster production equipment	01.10.19-31.03.20		UAH 26342213 / EUR 844301	Cluster production equipment	Cluster production equipment is purchased

		2.1.9. Carrying out of construction and assembly, adjustment works and putting into operation the cluster production equipment	01.01.20-31.05.20	Agricultural Development of Zaporizhzhia Regional State Administration	UAH 10684710 / EUR 342459	Installation and commissioning of cluster production equipment.	Construction, assembly and commissioning of cluster production equipment put into operation
		2.1.10. Operational activity of clusters in the field of machine engineering and agro-industrial sector	01.06.20 – 31.12.20	NGO “Zaporizhzhia Extension Services Agro-Tavria”	UAH 8825255 / EUR 282861	Increasing the value of the exported products of cluster members	The cluster operating activity is being implemented to create an additional cost of the exported products
		2.2. Export of products produced by clusters with high added value to foreign markets	01.08.20 – 31.12.20		UAH 1116777 / EUR 35793	The amounts of the high-value added export products from Melitopol region is increased	The export value of Melitopol SMEs is increased by 10%
		2.2.1. Lobbying the interests of Melitopol SME exporters in foreign markets	01.08.20 – 31.12.20		UAH 692362 / EUR 22190	Increasing the recognition of product clusters in foreign markets	At least 3 lobbying events are conducted
		2.2.2. To conclude contracts for the supply of products with high added value of clusters	01.08.20 – 31.12.20		UAH 411415 / EUR 13186	The financial capacity of clusters has been increased	At least 10 contracts for the supply of products with high added value of clusters are concluded
Qualified workforce, inclusiveness	3. To retain qualified workforce (especially youth) for Melitopol SME-exporters by introducing the practice of dual education in formal education institutions (universities, vocational schools) and advanced training within short-term educational	3.1. To approve the dual system of training specialists in the field of mechanical engineering and agriculture together with Melitopol SME exporters	01.01.19-31.12.20	The Executive Committee of the Melitopol City Council, the community, business representatives, Tavria State Agrotechnological University; International	UAH 1727778 / EUR 55377	The required specialists have been trained	the dual system is approved; more than 50 specialists are trained
		3.1.1. To develop educational programs for training specialists in the field of mechanical engineering and agriculture together with the SME exporters	01.01.19-30.06.19	technical assistance project “Ukraine Horticulture Business Development	UAH 882107 / EUR 28272	Master’s educational programs of training specialists in the field of mechanical engineering and agriculture have been created	Three educational programs for training specialists in the field of mechanical engineering and agriculture are developed together with local SME exporters
		3.1.2. To train specialists under the dual system at exporting enterprises; to select best graduates	01.09.19-31.12.20	Development	UAH 845671 / EUR 27105	Training and availability of professional specialists in the field of mechanical engineering and agriculture	At least 90 specialists in the field of mechanical engineering and agriculture are trained under the dual system at exporting enterprises
		3.2. To establish a business	01.01.19-		UAH	Student training programs in	More than 20 participants take

programs in non-formal education institutions; to develop an action plan to retain qualified specialists in the engineering and agriculture sectors for the period of the LEDP implementation	incubator	31.12.20	Project” (The Cabinet of Canada); Foundation for Entrepreneurship Supporting in Zaporizhzhia region; German Association of National Universities (DV V International) in Ukraine; NGO “Ukrainian Association of Learning Cities”; Melitopol employment center	1488357 / EUR 47702	the business incubator	part in the Start-up competition
	3.2.1. To recruit a group of students (two years of studies); training, visits to successful enterprises in the region and learning business practices	01.01.19-30.05.20		UAH 788887 / EUR 25284	Teaching and preparing students for successful business performance	A two-year group of students is recruited. At least 30 students are trained within business incubator programs
	3.2.2. Participation of business incubator trainees in various competitions and creating Start-ups	01.09.19-31.12.20		UAH 699470 / EUR 22418	The level of the entrepreneurial activity among young people has been increased	More than 20 students take part in the Start-up competitions every year; at least 5 Start-ups are created
	3.3. The Center for Adult Education	01.06.19-31.12.20		UAH 1215976 / EUR 38970	Promoting the development and popularization of adult education in Ukraine	More than 100 qualified workers are trained, 10 short-term educational programs are developed
	3.3.1. To identify the educational needs of SMEs-exporters of Melitopol to start SMEs and enter foreign markets	01.06.19-31.12.20		UAH 345585 / EUR 11076	The priority directions of training of specialists for SME-exporters are determined	The needs of Melitopol SME exporters of Melitopol are identified. 4 focus groups for representatives of SME exporters are held
	3.3.2. Development of educational programs for short-term courses on training, retraining and skills development for SME exporters	01.08.19-31.12.20		UAH 314952 грн. / EUR 10094	Training of future professionals among adult population	10 programs for short-term courses on training, retraining and skills development for SME exporters are developed
	3.3.3. Training, retraining and advanced training of Melitopol SME exporters in order to develop the export potential of Melitopol	01.10.19-31.12.20		UAH 290365 грн. / EUR 9306	The qualification level of the employed and unemployed population has been increased. New career opportunities appeared. The level of migration partially decreased	Almost 100 workers of SME-exporters have been trained
	3.3.4. To provide educational services to the adult population of Melitopol, including IDP and ATO veterans	01.09.19-31.12.20		UAH 265074 грн. / EUR 8494	The level of self-employment of the population increased. The level of social tension declined	At least 100 students take a course in mastering the basics of doing business and international economic activity

10. Financing scheme

<i>Actions</i>	<i>Estimated costs</i>	<i>Source of financing</i>				<i>Lack of funds</i>
		<i>Local budget</i>	<i>Upper level budgets</i>	<i>Business</i>	<i>Donors</i>	
1.1. To increase the level of transparency and accountability of the city administration through participation in the Transparent Cities project	UAH 2077192 / EUR 66574	UAH 144999 / EUR 4647	UAH 745851 / EUR 23905		UAH 810709 / EUR 25983	UAH 375633 / EUR 12039
1.1.1. To determine the current state of the transparency rating of Melitopol	UAH 25914 / EUR 831				UAH 25914 / EUR 831	
1.1.2. To apply for membership in the Transparent Cities Club	UAH 29874 / EUR 958				UAH 29874 / EUR 958	
1.1.3. ABC-analysis of 91 indicators from 13 spheres of the city activities	UAH 38956 / EUR 1248				UAH 38956 / EUR 1248	
1.1.4. To draw up an action plan to improve transparency indicators to 80+	UAH 35245 / EUR 1129				UAH 35245 / EUR 1129	
1.1.5. To identify of the electronic services for the effective interaction of city authorities with the residents and business	UAH 35847 / EUR 1148				UAH 35847 / EUR 1148	
1.1.6. To develop and maintain the city web portal for effective communication of local authorities, business and the residents	UAH 1166558 / EUR 37389	UAH 99871 / EUR 3201	UAH 456426 / EUR 14629		UAH 294412 / EUR 9436	UAH 315849 / EUR 10123
1.1.7. To implement an action plan to improve transparency indicators to 80+	UAH 744798 / EUR 23871	UAH 45128 / EUR 1446	UAH 289425 / EUR 9276		UAH 350461 / EUR 11233	UAH 59784 / EUR 1916
1.2. To implement activities to position Melitopol as a city of entrepreneurial activity	UAH 4681267 / EUR 15043	UAH 312108 / EUR 10004	UAH 967330 / EUR 31003	UAH 870167 / EUR 27890	UAH 1824241 / EUR 58471	UAH 707421 / EUR 22675
1.2.1. To hold Doors Open Days by the leading enterprises of the city, including SME exporters, and Job Fair "Career Day"	UAH 642702 / EUR 20601	UAH 54315 / EUR 1741	UAH 176841 / EUR 5668	UAH 171952 / EUR 5512	UAH 198169 / EUR 6352	UAH 41425 / EUR 1238
1.2.2. To implement activities to create a positive image of Melitopol and promote the brand of the city	UAH 2689451 / EUR 86201	UAH 190563 / EUR 6108	UAH 546111 / EUR 17503	UAH 446087 / EUR 14297	UAH 1283914 / EUR 41152	UAH 222776 / EUR 7141
1.2.2.1. To establish and hold the annual festival "TechMelitopol"	UAH 333457 / EUR 10687	UAH 41425 / EUR 1327	UAH 105748 / EUR 3389	UAH 54128 / EUR 1735	UAH 98741 / EUR 3165	UAH 33415 / EUR 1071
1.2.2.2. To hold the annual festival of Melitopol region "Chereshnevo"	UAH 534850 / EUR 17144	UAH 42481 / EUR 1362	UAH 145894 / EUR 4676	UAH 54256 / EUR 1739	UAH 258974 / EUR 8301	UAH 33245 / EUR 1066
1.2.2.3. To hold the annual trade forum of producers and buyers of berries, fruits and vegetables "Agrotoritoria"	UAH 684659 / EUR 21945	UAH 42359 / EUR 1358	UAH 126789 / EUR 4064	UAH 82348 / EUR 2639	UAH 384218 / EUR 12315	UAH 48945 / EUR 1569
1.2.2.4. To create an exhibition hall "Production diversity of Melitopol"	UAH 434144 / EUR 13914	UAH 42842 / EUR 1373	UAH 78248 / EUR 2508	UAH 65897 / EUR 2112	UAH 198412 / EUR 6359	UAH 48745 / EUR 1562
1.2.2.5. School of Melitopol Ambassadors	UAH 702341 / EUR 22511	UAH 21456 / EUR 688	UAH 89432 / EUR 2866	UAH 189458 / EUR 6072	UAH 343569 / EUR 11012	UAH 58426 / EUR 1873
1.2.3. To implement activities to position Melitopol as an attractive city for investors	UAH 1349114 / EUR 43241	UAH 67230 / EUR 2155	UAH 244378 / EUR 7832	UAH 252128 / EUR 8081	UAH 342158 / EUR 10967	UAH 443220 / EUR 14206

1.2.3.1. To develop an investment portal	UAH 378620 / EUR 12135	UAH 38746 / EUR 1242	UAH 125589 / EUR 4025			UAH 214285 / EUR 6868
1.2.3.2. To establish an office for attracting and supporting investors	UAH 970494 / EUR 31106	UAH 28484 / EUR 913	UAH 118789 / EUR 3807	UAH 252128 / EUR 8081	UAH 342158 / EUR 10967	UAH 228935 / EUR 7338
2.1. To create the clusters in the field of mechanical engineering and agro-industrial sector	UAH 67925247 / EUR 2177092			UAH 45057817 / EUR 1444160	UAH 650413 / EUR 20847	UAH 22217017 / EUR 712085
2.1.1. To conduct negotiations between SME producers and exporters, local authorities and public organizations about the creation of clusters	UAH 39986 / EUR 1282					UAH 39986 / EUR 1282
2.1.2. Registration of the clusters in the field of mechanical engineering and agro-industrial sector	UAH 5124 / EUR 164			UAH 5124 / EUR 164		
2.1.3. To design a business plan for the clusters activity	UAH 68942 / EUR 2210			UAH 68942 / EUR 2210		
2.1.4. To sign a memorandum of cooperation between the founders of clusters and market participants						
2.1.5. To develop design and research documentation for the construction of cluster production facilities.	UAH 842672 / EUR 27008			UAH 842672 / EUR 27008		
2.1.6. Registration of authorization documents for the construction of cluster production facilities	UAH 201478 / EUR 6458			UAH 201478 / EUR 6458		
2.1.7. Construction of the cluster production facilities	UAH 20914867 / EUR 670349			UAH 20348042 / EUR 652181		UAH 566825 / EUR 18168
2.1.8. To purchase cluster production equipment	UAH 26342213 / EUR 844301			UAH 4732007 / EUR 151666		UAH 21610206 / EUR 692635
2.1.9. Carrying out of construction and assembly, adjustment works and putting into operation of cluster production equipment	UAH 10684710 / EUR 342459			UAH 10684710 / EUR 342459		
2.1.10. Operational activity of clusters in the field of mechanical engineering and agro-industrial sector for creation of additional cost of exported products	UAH 8825255 / EUR 282861			UAH 8174842 / EUR 262014	UAH 650413 / EUR 20847	
2.2. Exports of high value-added clusters to foreign markets	UAH 1116777 / EUR 35793		UAH 242921 / EUR 7786	UAH 306022 / EUR 9808	UAH 310943 / EUR 9966	UAH 256891 / EUR 8233
2.2.1. Lobbying the interests of Melitopol SME exporters of in foreign markets	UAH 692362 / EUR 22190		UAH 124528 / EUR 3991		UAH 310943 / EUR 9966	UAH 256891 / EUR 8233
2.2.2. To conclude the contracts for the supply of products with high added value of clusters	UAH 424415 / EUR 13603		UAH 118393 / EUR 3795	UAH 306022 / EUR 9808		
3.1. To approve the dual system of training specialists in the field of mechanical engineering and agriculture together with Melitopol SME exporters	UAH 1727778 / EUR 55377		UAH 50030 / EUR 1604	UAH 370346 / EUR 11870	UAH 1013237 / EUR 32475	UAH 294165 / EUR 9428
3.1.1. To develop educational programs for training specialists in the field of mechanical engineering and agriculture together with the SME exporters	UAH 882107 / EUR 28272 €BPO		UAH 23241 / EUR 745	UAH 142368 / EUR 4563	UAH 589756 / EUR 18902	UAH 126742 / EUR 4062

3.1.2. To train specialists under the dual system at exporting enterprises; to select best graduates	UAH 845671 / EUR 27105		UAH 26789 / EUR 859	UAH 227978 / EUR 7307	UAH 423481 / EUR 13573	UAH 167423 / EUR 5366
3.2. To establish a business incubator	UAH 1488357 / EUR 47702	UAH 149312 / EUR 4785	UAH 171113 / EUR 5484	UAH 108628 / EUR 3482	UAH 878878 / EUR 28169	UAH 180426 / EUR 5782
3.2.1. To recruit a group of students (two years of studies); training, visits to successful enterprises in the region and learning business practices	UAH 788887 / EUR 25284	UAH 64189 / EUR 2057	UAH 72365 / EUR 2319	UAH 50501 / EUR 1619	UAH 442891 / EUR 14195	UAH 158941 / EUR 5094
3.2.2. Participation of business incubator trainees in various competitions and creating Start-ups	UAH 699470 / EUR 22418	UAH 85123 / EUR 2728	UAH 98748 / EUR 3165	UAH 58127 / EUR 1863	UAH 4359874 / EUR 13974	UAH 21485/ EUR 688
3.3. The Center for Adult Education	UAH 1215976 / EUR 38970	UAH 109244 / EUR 3500	UAH 226970 / EUR 7274	UAH 20456 / EUR 656	UAH 633966 / EUR 20318	UAH 225340 / EUR 7222
3.3.1. To identify the educational needs of SMEs-exporters of Melitopol to start SMEs and enter foreign markets	UAH 345585 / EUR 11076		UAH 43519 / EUR 1395		UAH 258945 / EUR 8299	UAH 43121 / EUR 1382
3.3.2. Development of educational programs for short-term courses on training, retraining and skills development for SME exporters	UAH 314952 / EUR 10094	UAH 37107 / EUR 1189	UAH 52951 / EUR 1697		UAH 201436 / EUR 6456	UAH 23458 / EUR 752
3.3.3. Training, retraining and advanced training of Melitopol SME exporters in order to develop the export potential of Melitopol	UAH 290365 / EUR 9306	UAH 36948 / EUR 1184	UAH 64658 / EUR 2072	UAH 20456 / EUR 656	UAH 89358 / EUR 2864	UAH 78945 / EUR 2530
3.3.4. To provide educational services to the adult population of Melitopol, including IDP and ATO veterans	UAH 265074 / EUR 8494	UAH 35189 / EUR 1127	UAH 65842 / EUR 2110		UAH 84227 грн. / EUR 2699	UAH 79816 / EUR 2558
Total	UAH 80232594 / EUR 2571551	UAH 715663 / EUR 22936	UAH 2404215 / EUR 77056	UAH 46733436 / EUR 1497866	UAH 6122387 / EUR 196229	UAH 24256893 / EUR 777464

The UAH / euro ratio is calculated according to the official NBU rate for a certain date (1 euro = 31.2 UAH according to the NBU rate as of 01.08.2018)

II. Monitoring Indicators and Mechanisms

Actions / Project ideas	Duration	Expected outcome			
		From 1 st to 6 th month	From 7 th to 12 th month	From 13 th to 18 th month	From 19 th to 24 th month
1.1. To increase the level of transparency and accountability of the city administration through participation in the Transparent Cities project					
1.1.1. To determine the current state of the transparency rating of Melitopol	01.01.19- 31.01.19	The current state of transparency of the city of Melitopol in the "Transparency rating of the 100 largest cities of Ukraine" is determined 80+ points			
1.1.2. To apply for membership in the Transparent Cities Club	01.02.19- 28.02.19	Application for membership in the "Transparent Cities Club" is submitted			
1.1.3. ABC-analysis of 91	01.02.19-	Priority of improvement of			

indicators from 13 spheres of the city activities	28.02.19	indicators is determined			
1.1.4. To draw up an action plan to improve transparency indicators to 80+	01.03.19-30.03.19	An action plan to improve transparency indicators by 80+ points is developed			
1.1.5. To identify of the electronic services for the effective interaction of city authorities with the residents and business	01.04.19-30.04.19	A list of electronic services for effective interaction of city authorities with residents and businesses is completed			
1.1.6. To develop and maintain the city web portal for effective communication of local authorities, business and the residents	01.05.19-31.12.19	A technical task of web portal for effective communication of local authorities, business and the residents is prepared	Web-portal is developed	The number of requests for the services provided by the electronic service on the web portal has been increased by 10%	The number of requests for the services provided by the electronic service on the web portal has been increased by 20%
1.1.7. To implement an action plan to improve transparency indicators to 80+	01.04.19-31.12.20	The Action Plan to improve the transparency indicators for the 80+ indicators is implemented	The Action Plan to improve the transparency indicators for the 80+ indicators is implemented	The Action Plan to improve the transparency indicators for the 80+ indicators is implemented	The indicators of the transparency rating of Melitopol in the "Transparency rating of 100 largest cities of Ukraine" by 80+ points are updated
1.2. To implement activities to position Melitopol as a city of entrepreneurial activity					
1.2.1. To hold Doors Open Days by the leading enterprises of the city, including SME exporters, and Job Fair "Career Day"	01.06.19-31.12.20		At least 5 events are held in the format of Doors Open Days (More than 100 participants are involved) and 1 Job Fair "Career Day" are held (More than 100 participants are involved)		At least 5 events are held in the format of Doors Open Days (More than 100 participants are involved) and 1 Job Fair "Career Day" are held (More than 100 participants are involved)
1.2.2. To implement activities to create a positive image of Melitopol and promote the brand of the city					
1.2.2.1. To establish and hold the annual festival "TechMelitopol"	01.10.19-31.12.20	The annual festival "TechMelitopol" was prepared	The annual festival "TechMelitopol" is held and no fewer than 1000 participants are attracted annually		The annual festival "TechMelitopol" is held and no fewer than 1000 participants are attracted annually
1.2.2.2. To hold the annual festival of Melitopol region "Chereshnevo"	01.06.19-31.12.20	The annual festival of Melitopol region "Chereshnevo" is held and no fewer than 7500 participants are attracted annually		The annual festival of Melitopol region "Chereshnevo" is held and no fewer than 7500 participants are attracted annually	
1.2.2.3. To hold the annual trade forum of producers and buyers	01.06.19-31.12.20	The annual trade forum of producers and buyers of		The annual trade forum of producers and buyers of berries,	

of berries, fruits and vegetables "Agroteritoria"		berries, fruits and vegetables "Agroteritoria" is held and no fewer than 250 participants are attracted annually		fruits and vegetables "Agroteritoria" is held and no fewer than 250 participants are attracted annually	
1.2.2.4. To create an exhibition hall "Production diversity of Melitopol"	01.01.20-31.10.20				The exhibition hall is created
1.2.2.5. School of Melitopol Ambassadors	01.06.19-31.12.20		Melitopol Ambassador School is held. Nearly 25 participants of the school got the certificates		Melitopol Ambassador School is held. Nearly 25 participants of the school got the certificate
1.2.3. To implement activities to position Melitopol as an attractive city for investors					
1.2.3.1. To develop an investment portal	01.03.19-31.12.20	The technical task for investment portal was designed	The investment portal is developed	The investment portal is at work	
1.2.3.2. To establish an office for attracting and supporting investors	01.01.19-31.12.20	Recruitment of the team for the office for attracting and supporting investors	The office for attracting and supporting investors is at work. The number of the investors attracted is increased by 10% compared to the previous year	The office for attracting and supporting investors is at work. The number of the investors attracted is increased by 10% compared to the previous year	The office for attracting and supporting investors is at work. The number of the investors attracted is increased by 10% compared to the previous year
2.1. To create the clusters in the field mechanical engineering and agro-industrial sector					
2.1.1. To conduct negotiations between SME producers, city authorities and public organizations as to the establishment of clusters	01.01.19-31.01.19	A Memorandum on establishing the clusters is signed between SME producers, city authorities and public organizations			
2.1.2. Registration the clusters in the field mechanical engineering and agro-industrial sector	01.02.19-30.04.19	Registration the clusters in the field mechanical engineering and agro-industrial sector is carried out			
2.1.3. To design a business plan for the clusters activity	01.02.19-31.01.20	A business plan for the clusters activity is designed			
2.1.4. To sign a memorandum of cooperation between the founders of clusters and market participants	01.02.19-31.03.19	A Memorandum on Cooperation between the founders of clusters and market participants is signed			
2.1.5. To develop the design and research documentation for the	01.04.19-30.04.19	The design and research documentation for the			

construction of cluster production facilities		construction of cluster production facilities is developed			
2.1.6. Registration of authorization documents for the construction of the cluster production facilities	01.04.19-30.09.19		Authorized documents for the construction of the cluster production facilities are completed		
2.1.7. Construction work on building the cluster production facilities	01.07.19 - 30.09.19		The construction work on building of the cluster production facilities is completed		
2.1.8. To purchase cluster production equipment	01.10.19-31.03.20			Cluster production equipment is purchased	
2.1.9. Construction, installation, adjustment works and the launch of a sorting line and refrigeration equipment	01.01.20-31.05.20			Construction, assembly and commissioning of cluster production equipment put into operation	
2.1.10. Operational activity of the clusters in the field mechanical engineering and agro-industrial sector for the creation of added value of exported products	01.06.20 – 31.12.20				Operational activity of the clusters in the field mechanical engineering and agro-industrial sector for the creation of added value of exported products is taken
2.2. Export of clusters products in the field mechanical engineering and agro-industrial sector with high added value to foreign markets					
2.2.1. Lobbying the interests of Melitopol SME exporters in foreign markets	01.08.20 – 31.12.20				The export value of Melitopol SMEs is increased by 10% At least 3 lobbying events are conducted
2.2.2. To conclude the contracts for the supply of products with high added value	01.08.20 – 31.12.20			At least 5 contracts for the supply of products with high added value are concluded	At least 5 contracts for the supply of products with high added value are concluded
3.1. To approve the dual system of training specialists in the field of mechanical engineering and agriculture together with Melitopol SME exporters					
3.1.1. To develop educational programs for training specialists in the field of mechanical engineering and agriculture together with the SME exporters	01.01.19-30.06.19	Three educational programs for training specialists in the field of mechanical engineering and agriculture are developed together with local SME exporters			
3.1.2. To train specialists under the dual system at exporting enterprises; to select best	01.09.19-31.12.20		At least 30 specialists in the field of mechanical engineering and agriculture are	At least 30 specialists in the field of mechanical engineering and agriculture are trained under	At least 30 specialists in the field of mechanical engineering and agriculture are trained under the

graduates			trained under the dual system at exporting enterprises	the dual system at exporting enterprises	dual system at exporting enterprises
3.2. To establish a business incubator					
3.2.1. To recruit a group of students (two years of studies); training, visits to successful enterprises in the region and learning business practices	01.01.19-30.05.20	A two-year group of students is recruited. Training, visits to successful enterprises in the region and learning business practices		A two-year group of students is recruited. Training, visits to successful enterprises in the region and learning business practices	At least 30 students are trained within business incubator programs
3.2.2. Participation of business incubator trainees in various competitions and creating Start-ups	01.09.19-31.12.20		More than 20 students take part in the Start-up competitions		More than 20 students take part in the Start-up competitions; at least 5 Start-ups are created
3.3. The Center for Adult Education					
3.3.1. To identify the educational needs of SMEs-exporters of Melitopol to start SMEs and enter foreign markets	01.06.19-31.12.20	2 focus groups for representatives of SME exporters are held	The needs of Melitopol SME exporters of Melitopol are identified.	2 focus groups for representatives of SME exporters are held	The needs of Melitopol SME-exporters as to emerging to foreign markets were clarified
3.3.2. Development of educational programs for short-term courses on training, retraining and skills development for SME exporters	01.08.19-31.12.20		5 programs for short-term courses on training, retraining and skills development for SME exporters are developed		5 programs for short-term courses on training, retraining and skills development for SME exporters are developed
3.3.3. Training, retraining and advanced training of Melitopol SME exporters in order to develop the export potential of Melitopol	01.10.19-31.12.20		Almost 50 workers of SME-exporters have been trained in order to develop the export potential of Melitopol		Almost 50 workers of SME-exporters have been trained in order to develop the export potential of Melitopol
3.3.4. To provide educational services to the adult population of Melitopol, including IDP and ATO veterans	01.09.19-31.12.20		At least 50 students take a course in mastering the basics of doing business and international economic activity		At least 50 students take a course in mastering the basics of doing business and international economic activity

The decree of Melitopol city mayor No. 323-p, 25 June 2018
"On the creation of a Working group on the development of a Local Economic Development Plan"

Проект розпорядження підготував:
Заступник начальника управління
стратегічного розвитку міста _____ С. ССРОВА

ПОГОДЖЕНО:
Секретар Мелітопольської міської ради _____ М. БЕСЛІЧЕВ

Перший заступник міського голови з питань
діяльності виконавчих органів ради _____ І. РУДАКОВА

Заступник міського голови з питань
діяльності виконавчих органів ради _____ С. ПРИЙМА

Заступник міського голови з питань
діяльності виконавчих органів ради _____ І. ФЕДОРОВ

Заступник міського голови з питань
діяльності виконавчих органів ради _____ І. СУДАКОВ

Керуючий справами виконкому _____ О. ДУБІНІНА

Директор департаменту документально
організаційного забезпечення _____ Н. ДОЛЮМАН

Начальник управління правового забезпечення _____ М. ГРИНЬКО

Начальник управління з внутрішньої
політики в асасоді з правоохоронними
організаціями та з питань запобігання,
виявлення корупції і зв'язу з громадськістю _____ П. ТИМОФЄЄВ

Начальник відділу з питань контролю _____ О. КІРЧЕВА

Головний спеціаліст відділу з
регуляторної політики та
тендерних закупівель _____ Т. ЖИТНИК

Виконавчий Головний спеціаліст-коректор
Мелітопольської міської ради
Начальник загального відділу _____ Т. ЛІНЬКОВА

ВІДНО З ОРІНЦІАЛОМ:
Виконавчий Головний спеціаліст-коректор
Мелітопольської міської ради
Начальник загального відділу
Григорук Н.Б. Прелетко

УКРАЇНА
ВИКОНАВЧИЙ КОМІТЕТ
МЕЛІТОПОЛЬСЬКОЇ МІСЬКОЇ РАДИ
Запорізької області

РОЗ ПО Р Я Д Ж Е Н Н Я
міського голови

№ *323-п*

05.06.2018

Про створення робочої групи
з розробки Плану місцевого
економічного розвитку

З метою розробки Плану місцевого економічного розвитку в рамках
ініціативи «Мери за економічне зростання» та з метою сприяння розвитку
потенціалу місцевих органів влади в стимулюванні економічного зростання,
підвищенні рівня зайнятості, забезпеченні участі громадян в економічних,
соціальних і культурних процесах на місцевому рівні, а також підвищенні їх
добробуту та якості життя, керуючись ст. 42 Закону України «Про місцеве
самоврядування в Україні»:

З О Б О В' Я З У Ю:

1. Створити робочу групу з розробки Плану місцевого економічного
розвитку (далі – Робоча група), у складі згідно з додатком.
2. Управлінню стратегічного розвитку міста виконавчого комітету
Мелітопольської міської ради Запорізької області після розробки Робочою групою
пропозицій до Плану місцевого економічного розвитку звернутися до Секретаріату
Ініціативи «Мери за економічне зростання» з метою отримання методичної
допомоги в написанні Плану.
3. Робочій групі розробити План місцевого економічного розвитку (далі -
План) згідно з Рекомендаціями щодо структури та змісту Плану від Секретаріату
Ініціативи «Мери за економічне зростання».
4. Управлінню стратегічного розвитку міста виконавчого комітету
Мелітопольської міської ради Запорізької області після розробки Робочою групою
Плану надати його до Секретаріату Ініціативи «Мери за економічне зростання» з
метою отримання експертної оцінки Світового банку та подальшого офіційного
затвердження Плану.
5. Контроль за виконанням цього розпорядження покласти на заступника
міського голови з питань діяльності виконавчих органів ради Прийму С.

С. МІНЬКО
Мелітопольський міський голова

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Додаток
до розпорядження міського голови
від 05.06.2018 № 383-г

Склад робочої групи з розробки
Плану місцевого економічного розвитку

Керуючий склад робочої групи	
Мінко Сергій Анатолійович	Мелітопольський міський голова, голова робочої групи
Рудаква Ірина Володимирівна	- перший заступник міського голови з питань діяльності виконавчих органів ради, заступник голови робочої групи
Прийма Сергій Миколайович	- заступник міського голови з питань діяльності виконавчих органів ради, заступник голови робочої групи
Федоров Іван Сергійович	- заступник міського голови з питань діяльності виконавчих органів ради
Сулаков Ігор Ігорович	- заступник міського голови з питань діяльності виконавчих органів ради
Більчев Максим Павлович	- секретар Мелітопольської міської ради
Серова Світлана Вікторівна	- заступник начальника управління стратегічного розвитку міста, секретар робочої групи
Члени робочої групи	
Чабан Яна Володимирівна	- начальник фінансового управління
Крахмалов Ілля Сергійович	- директор КУ "Агенція розвитку Мелітополя"
Котлов Дмитро Геннадійович	- начальник управління комунальною власністю
Малахова Яна Володимирівна	- директор КП "Комунальна власність"
Захарук Юрій Вікторович	- начальник управління соціально-економічного розвитку міста
Григорович Олександр Валерійович	- начальник відділу муніципального маркетингу та туризму
Фурсова Ірина Олександрівна	- начальник управління з розвитку підприємництва, промисловості та захисту прав споживачів
Бесперегова Олена Вікторівна	- начальник управління містобудування та архітектури
Тимофєєв Павло Анатолійович	- начальник управління з внутрішньої політики, взаємодії правоохоронними органами та з питань запобігання, виявлення корупції і зв'язку з громадянським суспільством
Донеш Ірина Федорівна	- начальник управління соціального захисту населення

Продовження додатка

Ортіна Ганна Володимирівна	- доцент кафедри менеджменту Таврійського державного агротехнологічного університету, доктор наук з державного управління, кандидат економічних наук (за згодою)
Орлов Андрій Володимирович	- доцент кафедри соціології, кандидат філософських наук, старший науковий співробітник лабораторії соціологічних досліджень Мелітопольського державного педагогічного університету ім. Б.Хмельницького (за згодою)
Темних Дмитрович	- директор Мелітопольського міського центру зайнятості (за згодою)
Сакун Владислав	- депутат Мелітопольської міської ради, голова комісії з питань бюджету та соціально-економічного розвитку міста (за згодою)
Гієвовський Станіславович	- депутат Мелітопольської міської ради, голова комісії з питань земельних відносин та комунальної власності територіальної громади (за згодою)
Русило Ольга Вікторівна	- депутат Мелітопольської міської ради, голова комісії з гуманітарних питань та боротьби з корупцією, законності, регламенту, депутатської діяльності та етики (за згодою)
Квазарум Олександрович	Сергій - депутат Мелітопольської міської ради, голова комісії з питань архітектури, будівництва, транспорту, зв'язку та регуляторної політики (за згодою)
Фендич Олександрович	Анатолій - депутат Мелітопольської міської ради, голова комісії з питань житлово-комунального господарства та паливно-енергетичного комплексу, підприємства, промисловості (за згодою)
Славова Ірина Михайлівна	- депутат Мелітопольської міської ради, керівник громадської організації "Ці Грин" Таврія" (за згодою)
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