



Dubno Economic Development Plan 2019-2020

Dubno City Council
Ukraine



*Dubno is an authentic
heritage of Volyn*



Mayors for
Economic Growth

August 2018

Dear Dubno citizens and guests of the city!

The city decided to join the new EU Initiative «Mayors for Economic Growth» on 21 of July, 2017. Economic Development Plan of Dubno city by 2020 has been developed in the framework of this cooperation.

We invite you to learn about Economic Development Plan of Dubno city, Rivne Region by 2020, which is the foundation of the city's economic growth. It identifies two priority areas:

- Establishment of the Center for promoting entrepreneurship development;
- Construction of a complex of tourist services with multifunctional use of the territory for improvement of the business environment in Dubno city.

The parallel implementation of two projects within the framework of the Plan will ensure the activation of small and medium business, establish new tourist infrastructure, attract new business in the tourism sector, attract investment in the city, form positive image of the city as a touristic and economically attractive.

I am convinced that Economic Development Plan will give its real results in the coming years, in case of support from business and city residents.

Time dictates new criteria for city success. Not only the size of the city and its geographical location are at the forefront, but such criteria as comfort, security, employment opportunities, cultural environment, and conditions for doing business. And thus it is necessary to save the soul of Dubno, its historical identity, as we have inherited from ancestors and are obliged to preserve and increase this property. We should be united to implement the idea of a better management of the city and the revival of its greatness.

Regards,

*Mayor
Vasyl Antoniuk*



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1. Executive Summary

Dubno is the city of regional subordination, the district center of Rivne region, located 370 km (time of car journey - 4 hours 30 minutes) from the capital. The city's population is 37.9 thousand people. State Historical and Cultural Reservation is situated here.

More than 150 thousand tourists visit the city during the year.

Strong points of the city are: significant tourist potential of the city, land resources, geographic location. Weaknesses are: lack of tourist infrastructure and hotel complex, deterioration of the physical condition of historical and architectural monuments, lack of cheap credit resources. The main advantage is the development of tourism on the basis of historical and cultural heritage.

Dubno City by 2020:

- regional center of tourism with developed infrastructure;
- the city is open to small and medium-sized businesses.

Main objectives:

- Support the development of small and medium-sized businesses by opening up to 2020 the Center for promotion of entrepreneurship development;
- Stimulating the development of the tourism industry by creating a new cluster through the construction of the tourists' service complex with multifunctional use of the territory by 2020.

The establishment of the efficient and effective Center for Promotion of Entrepreneurship Development has been foreseen in order to realize the objective 1. It will provide advisory and legal assistance to its representatives; effective representation in the *Coordinating Council on business development issues*, establishing a constructive dialogue "Business-Local authority"; protection of the rights of business, establishment of effective communication and interaction between different target groups and representatives of the Center, creation of a systematic network of representatives of business; improvement of conditions for business, support and development of SMB. Funding sources is intended to be attracted through close cooperation "Business-Local authority".

Relevant international and national programs actively searches for co-funding the objective 2 "Construction of the tourist's services complex with multifunctional use of the territory to improve the business environment in Dubno". The application was prepared and submitted for a grant under the EU's Initiative "Mayors for Economic Growth" in 2017. The plan includes the series of actions that are funded from the city budget (getting permit documents, allocation of land) and search for investors (donors) for the direct implementation of the project (construction and installation works). Construction of the tourist's service complex with multifunctional use of the territory next to the Dubno castle includes cooperation with representatives of SMB for improvement of tourist infrastructure. It will contain newly created parking spaces, shops for local entrepreneurs' souvenirs, 1 hotel complex, 1 information center, lighting and related development. The results of this project idea are development of infrastructure for local tourism (territory next to the Castle): road cover, gasification, electrification, telecommunications, lighting, upgrading of the territory; development market for local products and services; assistance in building a hotel complex by business; new jobs, accommodation of tourists and delegations in Dubno; providing high-quality services to enhance the tourist attractiveness of the city.

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3. List of abbreviations

Plan	Local Economic Development Plan of Dubno city
SEA	subjects of entrepreneurial activity
SMB	small and medium business
CAS	center of administrative services
IE	Individual entrepreneurs
LTD	limited liability company
PE	private enterprise
PJSC	private joint stock company
EU	European Union
UN	United Nations
DED	design and estimate documentation
TRC	television and radio company

4. Introduction to the Plan

Dubno is the city of regional subordination, regional centre of Rivne region. The city is located at an altitude of 202 m above sea level in the south-western part of the Rivne region on the 155 km long Ikva River. (basin of Dnipro river). City area is 27 sq. km. (2704 hectares).

Distance (km) to ...	
Rivne (regional center)	45
Kyiv (the capital)	370
The border (the nearest automobile checkpoint) with:	
Poland (<i>Ustilug, Volyn region</i>)	143
Belarus (<i>Dolsk, Volyn region</i>)	204
Moldova (<i>Mamaliga, Chernivtsi region</i>)	305
Romania (<i>Porubne, Chernivtsi region</i>)	316
Slovakia (<i>Malyj Bereznyj, Transcarpathian region</i>)	377
Hungary (<i>Chop, Transcarpathian region</i>)	442
The Russian Federation (<i>Senkivka, Chernihiv region</i>)	596



Fig. 1 The city on the map of Ukraine

There are trends of reducing the number of working-age population related to the increase of its migration abroad. Namely this is Poland, Slovakia, which have a high demand for labor and higher wages. The share of the working-age population decreased from 62.1% to 61.3% during 2012-2016. The negative trend is the aging of population. Thus, the share of the people over the working age has increased from 18.1% to 18.8% for the period of 2012-2016.

Dubno city made the decision to join to the EU initiative "Mayors for Economic Growth" on 21st of July 2017. Its task is to encourage and support local authorities and their partners in the development and implementation of the Plans, considering relevant European experience and modern approaches.

The Strategy for Sustainable Development of Dubno by 2022 was developed and approved in 2017. Also, the Program for the Development of SMB in Dubno up to 2020, which is the part of the Program of Economic and Social Development of Dubno, was developed and approved in 2018. These documents provide for the creation of an effective system of support for SMB, the establishment of favorable conditions for its sustainable development, which will result in increased employment, stimulation of job openings, increase of the welfare of the population and solution of the most urgent problems of the city.

This Plan complements the previously developed documents and is not exhaustive. In accordance with Standards of the Initiative, Plan is designed in partnership with business and non-governmental organizations. Representatives of the working group were invited to the working meetings (Annex 1, page 18). Meetings were held openly and corresponding information were provided on the official site of Dubno City Council after each meeting.

Expenditures on the implementation of the Plan will be partially implemented by Dubno city budget expenses, according to the funding scheme (Table 2, page 13).

The nearest international airport "Rivne" is 37 km away. The city is crossed by 2 international highways E40 and E85 and the railway cargo passenger line. The railway station "Dubno" operates here.

The population of the city is 37,900 people as of the 1st of February, 2018. The level of registered unemployment was 2.44% as of the 1st of January 2018. The load per vacancy was 11 people.

5. Process of local Economic Development Plan of Dubno city development

Representatives of Dubno City Council took part in a conference regarding the launch of the EU project “Mayors for Economic Growth”, which took place in Kyiv, on 24 of April, 2017.

After that, the deputies of Dubno City Council adopted a decision to join Dubno city to the initiative of the EU "Mayors for Economic Growth" on 21st of July, 2017.

The EU initiative "Mayors for Economic Growth" was introduced during the meeting of the working group on the development of the Sustainable Development Strategy of Dubno by 2022, on 13 of September, 2017.

Therefore, the working group was set up to develop the Local Economic Development Plan of Dubno city (Annex 1, page 18). It includes representatives of business, NGOs, deputies and representatives of the City Council (Annex 2, page 19). Five meetings of the working group were held on the development of the Plan of Dubno city, including the areas "Development of tourism activity" and "Development of entrepreneurship". The main principles that guided the Plan were the partnership with business, partnership with civil society sector and openness. A joint decision was made to conduct the survey of subjects of SMB in Dubno city (in electronic and paper form).

In order to carry out an analysis of the local economic structure requests were sent to the Department of Statistics in Dubno region, the Main Department of Statistics in Rivne region, Dubno Employment Center, and, in the absence of the basic information, to the State Statistics Service of Ukraine (Annex 3, page 20).

Representative of Dubno City Council actively participated in trainings for signatories of the EU Initiative "Mayors for Economic Growth", which took place in Kyiv, with the aim of qualitative development of the Plan.

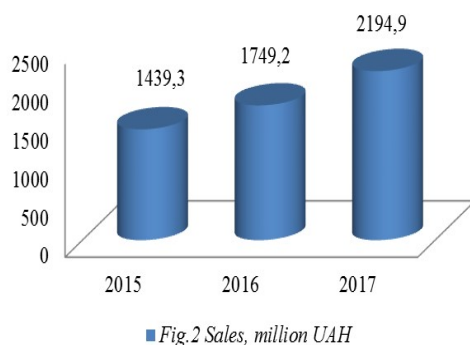
6. Local economic analysis of Dubno city

6.1. Analysis of Local Economic Structure

Dubno was industrial city in the past, but in market conditions, the city transformed its economy significantly, developing the sphere of hospitality. The city is positioning itself as a tourist destination. Every year more than 150 thousand tourists visit Dubno and this figure is constantly growing. The majority of tourists visit Dubno Historical and Cultural Reservation, St. Nicholas Church, other churches. The length of stay of the city's guests is usually one day, as the tourist infrastructure is not developed.

The most famous industrial enterprises of the city are:

- "Dubno Plant of rubber-technical products" PJSC (production of rubber and rubber products);
- "Dubnomoloko" PJSC (production of cheeses, products of the trade mark "COMO");
- "Skloresurs" LTD (forming and processing of glass sheets);
- "Amethyst Plus" IE (confectionery).



The city keeps the positive dynamics of sales growth of industrial products during 2015-2017. The industrial products realized to enterprises in the amount of 2194.9 million UAH during 2017, which is 25.5% (or 445.7 million UAH) more than in 2016. Despite the increase of nominal sales, there is actually the decline of production (due to high inflation).

According to the State Statistics Service of Ukraine, the smallest enterprises occupy the main part (93.2%) in the city, of which 82.6% are micro enterprises. Medium-sized enterprises take for only 6.8%. However, medium-sized enterprises provide 94.7% of the total sold products, goods and

services (3519.6 million UAH), and small enterprises take for only 5.3% (198.9 million UAH).

The largest share (in terms of the number of types of economic activity among enterprises-legal entities) is occupied by:

- 26.2% - industry;
- 19.4% - wholesale and retail trade including repair of motor vehicles and motorcycles;
- 16.3% - real estate transactions

and among individual entrepreneurs - wholesale and retail trade, repair of motor vehicles and motorcycles (together 68%) (Annex 3, page 21).

According to the entrepreneur's survey in the city that was held from 14 February to 30 March, 2018, 53% of respondents believe that doing business in Dubno is not easy due to objective reasons: high competition, saturated market.

"Dubnomoloko" PJSC functions on the territory of the city. The enterprise is the leader of cheese production and one of the most powerful enterprises in this area in the country. The products of the trade mark "COMO" were recognized as the best hard cheese in Ukraine for the third year in a row. The brand received the "Choice of the country - 2017" mark. The "business card" of the city are LTD "DN Classic" and IE "Amethyst Plus" (confectionery) - the winner of the regional stage of the All-Ukrainian contest of quality "100 best products of Ukraine in 2012".

6.2. Local Cooperation and Networking

The Union of Dubno Employers has been registered and functioning since 2014 on the territory of the city (dirada.com.ua) with which the cooperation has been established.

Dubno Regional Association of enterprises and entrepreneurs "Perspektiva" was registered in 2001, which served as an advisory and consultative body for the provision of legal, marketing, accounting services to business entities of Dubno city. However, this association has been inactive for over 10 years.

The Coordination Council on business development issues holds working meetings regarding the provision and preparation of recommendations for solving disputes arising in the field of entrepreneurship, consideration of programs projects for small business development, consideration of issues on creating a favorable environment for business development and implementation of regulatory policy in the city.

However, lack of trust to local authorities generates criticism and not always constructive practices for the development of business in the city.

The positive experience exists in establishing cooperation between "Local authority-Civil society". In particular, the Public Budget and Social projects competition have been successfully implemented in the city.

Within the framework of the realization of the Plan, monitoring of its implementation will be carried out with the participation of representatives of the city, public organizations and business. Therefore, the cooperation will intensify in the economic and touristic directions and reinforce the dialogue "Business-local authority", "Local authority-civil society".

6.3. Business-friendly, Transparent and Corruption Free City Council

Dubno city has introduced an electronic voting and video broadcast system at the Dubno City Council. It provides online broadcasting of plenary sessions, and the constitutional right of citizens for information. The information is in free Internet access regarding lists of decisions taken and decisions untaken by Council, voting results and media content of sessions. The local channel TRC "Dubno" works in the city covers the activities of City Council.

Administrative services are provided through the CAS on the basis of the "single window", which gives the opportunity to receive services under a simplified procedure. Also, an unified electronic document flow system introduced and the material and technical base improved in the CAS. The visualization system "Dubno Open Budget" (<https://openbudget.in.ua>) is operating, which enables an increased transparency and accountability of the City Council. Electronic petitions (<https://e-dem.in.ua/dubno>) and open data (<http://www.data.gov.ua/>) have been introduced and are in operation on the official site of the City Council. The city is connected to the All-Ukrainian platform for e-governance and democracy "Smart City", which enables residents to participate in local self-government through online communication.

The Investment Passport of the city is developed and contains information about Dubno and its investment and innovation potential. You can get acquainted with the Investment Passport on the official web-site of Dubno City Council in the section "Administrative Services" / "Investments".

Entrepreneurs, who participated in the survey, see cooperation between local authority and business in implementing joint projects aimed at socio-economic development (39%), protection of the rights of entrepreneurs and consumers (28%). The forms and mechanisms of local cooperation that are most frequently mentioned are: provision of information services on business law, transparency of tenders, business development. This confirms the existence of an urgent need for the opening an effective Center for promotion of entrepreneurship development. It will enhance the efficiency of the local authority, make it more efficient and accountable, responsible; establish an effective communication "City Council-Business" and ensure the presence and performance of representatives of the business sector at hearings in commissions in the local authority, presenting during such hearings the consolidated position taken by the business on the issues discussed.

6.4. Access to Finance

The following branches of banks carry out its activities in Dubno: Oschadbank, Privatbank, Idea Bank, Ukrsibbank, UkrGasBank. Insurance group "TAS", national joint stock insurance company "Oranta", "Providna", "Ukrainian fire and insurance company", "Garant-auto", "Knyazha", and "Samopomich" credit union operate in the city.

Dubno Employment Center provides financial assistance for the business set up. Only 3 persons received it in 2017, which indicates a limited possibility of startups within the framework of this assistance.

International financial organizations played an active role in credit provision for business. Getting a loan from such organizations is a rather difficult and lengthy process, but it is beneficial for entrepreneurs. In that case the amount of loan is quite large and with a low interest rate. List of international programs that provide such services: International Finance Corporation; European Bank for Reconstruction and Development, German-Ukrainian Fund, German State Development Bank.

Oschadbank is opening a new microcredit program for entrepreneurs and by the end of 2018 will cover all regions of Ukraine. PrivatBank introduces a national program "CUB", in which entrepreneurs will be able to receive financing in the amount from 50 000 up to 500 000 UAH for the business development and scaling. In cooperation with the German-Ukrainian Fund, Ukrgasbank offers a number of credit programs for business development. Idea Bank provides micro-loans for IE up to 300 000 UAH without collateral and security, for any business purpose; Ukrsibbank provides of SMB credits from 16.9% annual rates.

There are international organizations that provide grants for businesses, namely: UN, UNESCO, USAID and the EU, Swiss Agency for Development and Cooperation, WINISEF, CIPE (Global Private Enterprise Center), Global Innovation Fund (GIF), and others.

The main problems of SMBs with access to financial resources are high interest rates on business loans, lack of domestic financial resources, limited access to external sources of financing and attraction of investments, difficult loan conditions, undeveloped sphere of alternative sources of financing in Ukraine, such as leasing, factoring, venture funds, poor awareness of entrepreneurs about existing funding programs, insufficient financial assistance from the State.

6.5. Land and Infrastructure

As Dubno positions itself as a touristic city, the land demand exists for business, especially in the historic part of the city. Therefore, registration of documentation has started on the land plots located near Dubno Castle (south-eastern side). The main goal is to establish an appropriate infrastructure for the tourist and satisfy the demand of entrepreneurs who will provide the necessary services for visitors.

The City Council will assist in the allocation of land for the construction of the hotel complex, because there is an acute problem in the accommodation of tourists in the city. Dubno visitors go to other cities after attendance of the historical objects because of the insufficient hotel services. The city is unable to accommodate tourists, delegations or teams because of the very limited number of hotel locations and the insufficient level of hotel service.

The local authority will assist in providing the premises for the establishment of the Center for promoting entrepreneurship (more detailed in Table 2. Page13). It is necessary for establishing an effective entrepreneurs Union and the implementation of its functions.

The General Plan of Dubno with the historical and architectural support plan of Dubno city in Rivne region is approved. The document identifies borders and regimes of use of the monuments and historical areas protected zones. The General Plan of Dubno is developed by the Scientific Research Institute of Memorial research of the Ministry of Culture of Ukraine. The plan of the territory zoning in Dubno has been formed and projects of detailed planning of the city territory have been developed.

Database of land plots formed that may be offered to investors for the implementation of the investment projects. The investment passport of the city includes 18 land plots offered to a potential investor, including a land plot for the Industrial Park (inwestukraine.org.ua/ua/geography-projects/dubno).

6.6. Regulatory and Institutional Framework

According to a survey conducted in the city, the majority of respondents did not encounter significant administrative barriers. But it was mentioned that:

- the difficulty of obtaining permits and registration in the Department of architecture, construction and land of Dubno City Council;
- the difficulties of using premises and communications in the historic center of Dubno.

Despite positive changes in "Business-local authority" cooperation, the main problem remained is the lack of comprehensive coordination of actions and developments, the lack of automatic updating of the information, and the establishment of a single information channel. Each formal invitation or approval of a particular issue requires time. Therefore, the urgent issue is union of entrepreneurs in the association and establishment the Center for promotion of entrepreneurship development.

In addition to the official website of Dubno City Council, an Internet site with investment proposals of the city (<http://inwestukraine.org.ua/ua/geography-projects/dubno>) developed within the framework of the project "The school of attracting investments for the Western Ukrainian authorities." Despite the fact

that entrepreneur can also be registered online, the web resource needs to be developed for entrepreneurs to enable effective communication.

6.7. Skills and Human Capital, Inclusiveness

849 people were employed by Dubno Employment Center in 2017, of which 358 were jobless. In the total number of jobless persons 52,6% were women, 34,6% were youth under the age of 35. Thirty-three jobless persons with disabilities were employed during 10 months of 2017. Only 3 people received benefits for startups (30 people in 2015; 9 people in 2016) (Annex 3, table 7, page 22). 94 vacancies were announced by employers at the end of November, 2017. 226 people were trained in Dubno Employment Center during 2017.

The greatest demand exists for such professions as: barman, waiter, chef, cook, seller of food products, seller of non-food products, seller-consultant, stock-manager, driver, welder, carpenter, and plumber. The employers require the following professional skills from the employees: responsibility, competence, quality service delivery (customer orientation), experience in the relevant field.

The highest unemployment is among the representatives belonging to the group of professions "workers in the maintenance, operation and control of the work of technological equipment, assembly of equipment and machinery" and professions that do not require professional trainings.

The following employers work closely together on the issues of employment of the jobless people: LLC "Ikva", PE "Amethyst" and individual entrepreneurs.

Dubno City Council needs to establish close cooperation between the employers/entrepreneurs, Dubno Artistic Vocational High School, Technical High School and Agricultural College in Myrohoshcha community. The result will be discussing the additional specialties needed and the employment of graduated students through concluding contracts. The cooperation will help to prevent labor migration in the framework of the functioning of the newly established Center for promotion of entrepreneurship development. Therefore, the local labor market will operate more efficiently. Because, the problem of providing entrepreneurs with the skilled workers still exists due to the migration of economically active population abroad.

It is necessary to foster such professional skills as initiative, flexibility, creativity and ability to start and operate own business, as tourism sector is expected to develop in Dubno.

6.8. External Positioning and Marketing

The city has a rich historical heritage.

The State Historical and Cultural Reservation was established (<http://zamokdubno.com.ua>) in 1993, which includes such historic cultural and architectural monuments as: Dubno Castle of the XV century (one of the seven wonders of the castles of Ukraine), Lutsk gate of the XVI century, the former monastery and the Bernardine church of the XVIII century, the synagogue of the XVI century, the Savior Transfiguration Church (1643), St. George's Church of the XVII century, Carmelite monastery (1660), Cathedral of Illijah (1908), numerous secular buildings of the XVIII-XIX centuries. In general 33 architectural monuments listed in the State register are included to the cultural heritage.

The State Historical and Cultural Reservation of Dubno is in state ownership, therefore the impact of local authorities on the improving of the historical and cultural heritage is low. The information and promotion component for tourists is not developed; tourism marketing policy is low, the staff is insufficiently qualified to provide high-quality tourist services. Developing new, quality products for tourists (development of tourist routes and excursions) and providing tourists with the necessary modern infrastructure near the Castle (parking for tourists, souvenir boxes, hotel complex, information and tourist center, medical center, catering establishments) are an urgent need for the city.

Directional signs are planned to be installed in Dubno for ease of visitor's navigation. Information center for tourists is under way to be developed in the city for heritage popularization not only for residents of the country, but also for tourists from abroad. It is necessary to develop Dubno city brand based on historical and cultural heritage in order to increase the attractiveness of the area for potential tourists.

Also, favorable transport connections are important for the tourist flow.

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

SWOT analysis prepared combines the results of surveys of respondents (in order to take into account community thoughts) and unite conclusions drawn by the working group.

According to the survey, the strengths of the city are the tourist potential of the city, the availability of land resources, geographical location.

Strengths	Weakness
<ul style="list-style-type: none"> • High recreational opportunities and unique historical and cultural monuments • holding the rock festival "Taras Bulba" • relatively high diversification of the city's economics • informational presence of the city's investment opportunities on Internet resources • activity of the private sector, the desire to engage in private affairs • availability of basic institutions for promoting business in the city • availability of land for investment in the center and suburbs 	<ul style="list-style-type: none"> • Lack of modern tourism infrastructure and recreation areas • the State Historical and Cultural Reservation of Dubno city is in the state ownership • lack of hotels • there is no marketing policy of the city • lack of funding for the preservation and restoration of historical and architectural monuments • low quality and range of tourists services • lack of qualified staff in the tourism sphere • low level of innovations by entrepreneurs • insufficient development of small business infrastructure • low level of investment attractiveness • lack of cheap credit resources
Opportunities	Threats
<ul style="list-style-type: none"> • National regional tourism development programs based on historical and cultural heritage • business law favorable to business • injection of investment capital into the city's economics • attraction of grant funds for implementation of city development projects • establishing international economic and cultural relations 	<ul style="list-style-type: none"> • The growth of an unstable political and economic situation in the country • increasing competition of foreign companies that manufacture products and services • decrease of business activity in Ukraine • pressure on SMB from controlling bodies • devaluation of the national currency • worsening of the investment rating of Ukraine with a corresponding outflow of financial and investment capital

8. Vision and Objectives

Dubno City by 2020:

- regional center of tourism with developed infrastructure;
- the city is open to small and medium-sized businesses.

Main objectives:

1. Support the development of small and medium-sized businesses by opening up to 2020 the Center for promotion of entrepreneurship development;
2. Stimulating the development of the tourism industry by creating a new cluster through the construction of the tourists' service complex with multifunctional use of the territory by 2020. This complex includes the construction of a site with all engineering communications for further invitation of the businesses. SMB will carry out entrepreneurial activities and provide quality services for tourists (souvenirs, construction of the hotel complex, fast food places, etc.) on lease terms and will be determined on a competitive basis (provision of appropriate standards by entrepreneurs).

9. Action Plan

As the result of the working group meetings Action plan has been developed on the basis of key objectives and in the interests of local economic development.

The following is planned as a result of the meetings:

1. Creation of an effective and efficient Center for Promotion and development Entrepreneurship. It will provide consultative and legal assistance to its representatives; effective representation in *the Coordinating Council on business development issues*, establishing a constructive dialogue "Business-Local authority"; protection SMB rights, establishment of effective communication and interaction between different target groups and representatives of the Center, creation of a systematic network of SMB representatives; improvement of conditions for SMB, support and development of business.
2. Cooperation with representatives of SMBs regarding improvement of tourist infrastructure by building a complex of tourists' services with multifunctional use of the territory, hotel complex under the walls of the Dubno castle. It will include newly created parking spaces, souvenirs shops of local business, 1 information center, lighting and related elements for upgrading. This will provide the development of local tourism infrastructure (territory next to the Castle): road, gasification, electrification, telecommunications, lighting, upgrading of the territory; development market for local products and services; assistance in building a hotel complex by business; new workplaces, accommodation of tourists and delegations in Dubno, providing high-quality services to enhance the tourist attractiveness of the city.

Action plan

Building blocks	Key Objectives	Actions/Projects ideas	Duration (start/finish)	Partners involved	Estimated costs, UAH (Euro*)	Results	Monitoring indicators
1. Local cooperation and Networking 2. Business-friendly, transparent and corruption free city council 3. Regulatory and institutional framework	Support the development of small and medium-sized businesses by opening by 2020 the Center for promotion of entrepreneurship development	1.1. Preparation of Statute and registration of the Center	01.01.2019-01.04.2019	City Council, business, CAS	4 000 (127)	Prepared 1 Statute, 1 Center registered	1 Statute, 1 Center registered
		1.2. Inventory of real estate objects of communal property	02.05.2019-01.06.2019	City Council	2 000 (63)	Offices found	Offices that can be used for the Center
		1.3. Preparation of relevant documentation	02.06.2019-01.08.2019	City Council, business	1 500 (48)	obtaining object of real estate of communal property for the Center	1 decision of City Council 1 contract
		1.4. Ordering and financing of DED	02.08.2019-01.10.2019	City Council, business	1 500 (48)	1DED ordered	1 decision of City Council
		1.5. Definition of the contractor and signing of the contract for carrying out of repair works	02.10.2019-15.11.2019	City Council, business, contractor	1 650 (52)	Determination of the contractor for repair works, signing the contract	Competition held, 1 contract
		1.6. Implementation and acceptance of repair works	16.11.2019-31.12.2019	City Council, contractor	115 500 (3 666)	Improvement of the conditions of the office	office renovated, Act of performed work
		1.7. Purchase of the office equipment and furniture	01.01.2020-01.04.2020	Business, City Council	99 000 (3 143)	Providing the Center with the equipment	1 computer, furniture, 1 printer
		1.8. Information campaign and official opening of the Center	02.04.2020-01.06.2020	Business, City Council, media	19 800 (629)	Residents informed, the Center opened	Number of publication in media, social networks, 1 official event, 1 Center
		1.9. Organization of meetings, trainings, events etc. in the Center	02.06.2020 – regular basis	Center representatives, City Council, business, NGO	16 500 (524)	Functioning of the Center	Number of meetings, trainings, events etc.

Local Economic Development Plan of Dubno City

<p>1. Local cooperation and Networking</p> <p>2. Regulatory and institutional framework</p> <p>3. Land and infrastructure</p> <p>4. External positioning and marketing</p>	<p>Stimulating the development of the tourism industry by creating a new cluster through the construction of the tourists' service complex with multifunctional use of the territory by 2020</p>	2.1. Mapping extract and allocation of land plot	01.01.2019-01.05.2019	City Council /design company	16 500 (524)	Mapping extract received, and agreement the allocation of land plot	1 document, 2 decisions
		2.2. Ordering land management plan/ technical documentation contract	02.05.2019-01.09.2019	City Council, designer	11 550 (367)	land management plan/ technical documentation contract ordered and confirmed	1 land management plan, 1 contract
		2.3. Registration of the land plot in the community ownership	02.09.2019-01.01.2020	City Council	9 900 (314)	assigning community ownership of the land plot	1 property right
		2.4. Ordering and financing of DED	02.01.2020-01.04.2020	City Council, designer, business	699 600 (22 209)	Definition of designer, location of the complex, number of the elements, incl. hotel, preparing of DED	Number of working meetings, quality and quantity of the complex elements, DED prepared
		2.5. Definition of the contractor and signing the contract for carrying out of construction and installation work	02.04.2020-01.06.2020	City Council, contractor	3 300 (105)	Determination of the contractor, sign the contract	Competition held, 1 contract
		2.6. Implementation of construction and installation work , technical supervision	02.06.2020-01.11.2020	Contractor, donor, expert	8 002 500 (254 048)	Establishment of tourist and additional infrastructure, hotel complex, observance of technical standards	Number of parking spaces, number of shops, 1 information center, 1 hotel complex and related elements
		2.7. Acceptance of completed Complex	02.11.2020-01.12.2020	City Council, donor	6 600 (209)	Checking the quality of the newly established tourist infrastructure, hotel complex	Documents regarding completed work
		2.8. Promotion and official opening	01.11.2020-15.12.2020	City Council, business, media, Regional Council, NGO	59 400 (1 886)	Informing the community, tourists about the project, establishment of the tourist infrastructure near the Castle	Number of publications in media, social network, official sites, 1 official opening, 1 tourist complex, 1 hotel

						complex
	2.9. According to the project, transfer shops to business on a competitive basis	01.12.2020-30.12.2020	City Council, business	6 600 (209)	Activation of business, provision of quality tourist services	Number of shops transferred to business

* The rate of the National Bank of Ukraine as of 01.08.2018

10. Financing Scheme

The problem with the filling of the local budget exists due to transformation of the local economy from industrial to tourist-oriented. Therefore, the involvement of partners, business, investments, and grants for the implementation of the Plan is an important factor in providing economic growth in the community.

In order to achieve objective 1 "Supporting the development of small and medium-sized business by opening by 2020 the Center for promotion development of Entrepreneurship Development", foresees to attract funding sources through the close cooperation of "Local authority –Business". An important part of the realization of objective is not only material resources, but also intangible: organizational and creative skills, intellectual abilities in this area, labor resources.

Concerning Objective 2 “Stimulating the development of the tourism industry by creating a new cluster through the construction of the tourists’ service complex with multifunctional use of the territory by 2020”, an active search is carried out for relevant international and national co-financing programs (donors). Cooperation "Business-Local authority" is planned to be established and land plot for the construction of the hotel complex is planned to be selected on the competition basis of business.

The sources of funding for each Action/Project idea are listed in Table 2.

Table 2

Financing Scheme, UAH and EURO*

Actions	Estimated costs	Source of financing				Funding gaps	Remarks
		Local budget	Upper level budgets	Business	Donors		
Support the development of small and medium-sized businesses by opening by 2020 the Center for promotion of entrepreneurship development							
1. Preparation of Statute and registration of the Center				4 000 (127)			
2. Inventory of real estate objects of communal property		2 000 (63)					

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3. Preparation of relevant documentation	1 500 (48)	
4. Ordering and financing of DED	1 500 (48)	
5. Definition of the contractor and signing of the contract for carrying out of repair works	1 650 (52)	
6. Implementation and acceptance of repair works	115 500 (3 666)	
7. Purchase of the office equipment and furniture		99 000 (3 143)
8. Information campaign and official opening of the Center	19 800 (629)	
9. Organization of meetings, trainings, events etc. in the Center		16 500 (524)
Total		261 450 (8 300)
Stimulating the development of the tourism industry by creating a new cluster through the construction of the tourists' service complex with multifunctional use of the territory by 2020		
1. Mapping extract and allocation of land plot	16 500 (524)	
2. Ordering land management plan/ technical documentation contract	11 550 (367)	
3. Registration of the land plot in the community ownership	9 900 (314)	
4. Ordering and financing of DED		699 600 (22 209)
5. Definition of the contractor and signing the contract for carrying out of construction and installation work	3 300 (105)	
6. Implementation of construction and installation work , technical supervision		8 002 500 (254 048)
7. Acceptance of completed Complex	6 600 (209)	
8. Promotion and official opening	59 400 (1 886)	
9. According to the project, transfer shops to business on a competitive basis	6 600	

Total	(209)	8 815 950
		(279 871)

* The rate of the National Bank of Ukraine as of 01.08.2018

11. Monitoring Indicators and Mechanisms

In order to ensure fulfillment of actions in accordance with the scheduled dates, committee for monitoring the implementation of the Plan is planned to be set up and held its quarterly meeting. This will ensure the implementation of the main monitoring indicators specified in Table 3.

Table 3

Actions/Projects ideas	Duration	Monitoring Indicators			
		Delivering results			
		1-6 months	7-12 months	13-18 months	19-24 months
Support the development of small and medium-sized businesses by opening by 2020 the Center for promotion of entrepreneurship development					
1.1. Preparation of Statute and registration of the Center	01.01.2019- 01.04.2019	Prepared 1 Statute, 1 Center registered			
1.2. Inventory of real estate objects of communal property	02.05.2019- 01.06.2019	Offices found			
1.3. Preparation of relevant documentation	02.06.2019- 01.08.2019		obtaining object of real estate of communal property for the Center		
1.4. Ordering and financing of DED	02.08.2019- 01.10.2019		1DED ordered		
1.5. Definition of the contractor and signing of the contract for carrying out of repair works	02.10.2019- 15.11.2019		the contractor for repair works determinates, the contract signed		
1.6. Implementation and acceptance of repair works	16.11.2019- 31.12.2019		improvement of the conditions of the Center		
1.7. Purchase of the office equipment and furniture	01.01.2020- 01.04.2020			Providing the Center with the equipment	
1.8. Information campaign and official	02.04.2020-			Residents	

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opening of the Center	01.06.2020		informed, the Center opened	
1.9. Organization of meetings, trainings, events etc. in the Center	02.06.2020 - постійно			Functioning of the Center
Stimulating the development of the tourism industry by creating a new cluster through the construction of the tourists' service complex with multifunctional use of the territory by 2020				
Mapping extract and allocation of land plot	01.01.2019- 01.05.2019	Mapping extract received, and agreed the allocation of land plot		
Ordering land management plan/ technical documentation contract	02.05.2019- 01.09.2019		land management plan/ technical documentation contract ordered and confirmed	
Registration of the land plot in the community ownership	02.09.2019- 01.01.2020		assigning community ownership of the land plot	
Ordering and financing of DED	02.01.2020- 01.04.2020		Definition of designer, location of the complex, number of the elements, incl. hotel, preparing of DED	
Definition of the contractor and signing the contract for carrying out of construction and installation work	02.04.2020- 01.06.2020		Determination of the contractor, sign the contract	
Implementation of construction and installation work , technical supervision	02.06.2020- 01.11.2020			Establishment of tourist and additional infrastructure, hotel complex, observance of technical standards

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Acceptance of completed Complex	02.11.2020- 01.12.2020	Checking the quality of the newly established tourist infrastructure, hotel complex
Promotion and official opening	01.11.2020- 15.12.2020	Informing the community, tourists about the project, establishment of the tourist infrastructure near the Castle
According to the project, transfer shops to business on a competitive basis	01.12.2020- 30.12.2020	Activation of business, provision of quality tourist services

Додатки

Додаток 1



Копія

**УКРАЇНА
ДУБЕНСЬКА МІСЬКА РАДА
РІВНЕНСЬКОЇ ОБЛАСТІ**

**РОЗПОРЯДЖЕННЯ
МІСЬКОГО ГОЛОВИ**

08 листопада 2017 року

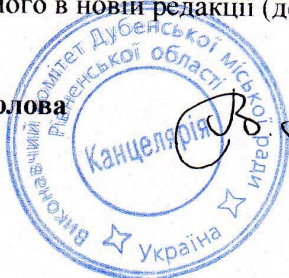
№ 146-к

**Про внесення зміни до розпорядження
№161-р від 25.10.2017 року «Про
затвердження складу робочої групи з
розробки Плану місцевого економічного
розвитку м.Дубно»**

У зв'язку з переглядом складу робочої групи, керуючись ст.42 Закону України «Про місцеве самоврядування в Україні»:

1.Внести зміни в Додаток до розпорядження №161-р від 25.10.2017 «Про затвердження складу робочої групи з розробки Плану місцевого економічного розвитку м.Дубно», виклавши його в новій редакції (додається).

Міський голова



В.Антонюк

Додаток
до розпорядження міського голови
від 08.11.2017 № 176-м

Склад
робочої групи з питань розробки
Плану місцевого економічного розвитку м.Дубно

Антонюк Василь Михайлович	- міський голова, голова робочої групи
Піддубник Мирослава Мирославівна	- начальник управління економіки і власності міської ради, заступник голови робочої групи
Сушко Олеся Миколаївна	- головний спеціаліст відділу комунальної власності управління економіки і власності міської ради, секретар робочої групи
Дудко Леонід Іванович	- фізична особа-підприємець, депутат міської ради (за згодою)
Іващенко Юрій Вікторович	- голова спілки роботодавців Дубенщини (за згодою)
Ляшенко Ольга Аполлінарівна	- заступник міського голови
Мартинюк Андрій Анатолійович	- директор ПП «Аметист-плюс» (за згодою)
Мосійчук Руслан Андрійович	- заступник міського голови
Москалюк Ігор Ілліч	- заступник начальника управління економіки і власності міської ради
Розмислович Світлана Іванівна	- начальник фінансового управління міської ради
Савчук В'ячеслав Іванович	- директор Дубенського міськрайонного центру зайнятості (за згодою)
Скринчук Василь Корнилійович	- заступник міського голови
Федун Ніна Володимирівна	-начальник відділу економіки управління економіки і власності міської ради
Швед Олег Іванович	-депутат міської ради (за згодою)
Яковчук Сергій Олександрович	-керівник громадської організації козаків «Дубенська Січ» (за згодою)

Міський голова



В.Антонюк



ДЕРЖАВНА СЛУЖБА СТАТИСТИКИ УКРАЇНИ
(Держстат)

вул. Шота Руставелі, 3, м. Київ, 01601, телефон (044) 287-24-22, факс (044) 235-37-39,
E-mail: office@ukrstat.gov.ua Web: http://www.ukrstat.gov.ua Код ЄДРПОУ 37507880

23.02. 2018 № 15.5-13/19-18 На № _____ від _____

Дубенська міська рада

вул. Замкова, 4, м. Дубно,
Рівненська обл., 35600

На лист від 30.01.2018 № 480/05-02-19/18 Державна служба статистики в межах повноважень надає на електронну адресу ekon@dubno-adm.rv.ua наявну статистичну інформацію по м. Дубно Рівненської області щодо:

– кількості юридичних осіб, які перебувають на обліку в Єдиному державному реєстрі підприємств та організацій України (ЄДРПОУ), у розрізі секцій Класифікації видів економічної діяльності (КВЕД-2010) станом на 15.02.2018 (зауважуємо, що інформаційний фонд ЄДРПОУ не містить відомостей про фізичних осіб-підприємців);

– кількості суб'єктів господарювання у розрізі секцій КВЕД-2010, а також показників діяльності великих, середніх, малих і мікропідприємств за даними державного статистичного спостереження "Структурні зміни в економіці України та її регіонів".

Водночас інформуємо, що методологія проведення вказаного обстеження описана в Методологічних положеннях з організації державного статистичного спостереження щодо структурних змін в економіці України та її регіонів, затверджених наказом Держстату від 29.07.2016 № 134 (розміщені на офіційному веб-сайті Держстату (www.ukrstat.gov.ua) у розділі "Методологія та класифікатори"/"Статистична методологія"/"Економічна статистика"/"Економічна діяльність"/"Діяльність підприємств").

Відповідно до зазначених Методологічних положень показники діяльності підприємств за їх розмірами (великі, середні, малі, мікро) формуються тільки по містах обласного значення та районах у цілому, тобто без деталізації за видами економічної діяльності. Це пов'язано з тим, що у структурному обстеженні запроваджено вибірковий метод спостереження за діяльністю малих підприємств, внаслідок чого неможливо забезпечити репрезентативність даних на рівні міст обласного значення та районів за видами економічної діяльності (статистичні дані мають низький рівень надійності).

Крім того, повідомляємо, що, відповідно до плану державних статистичних спостережень на 2018 рік, інформація за 2017 рік щодо підприємств буде оприлюднена у III декаді червня, щодо суб'єктів господарювання – у II декаді п.р. та може бути надана за додатковим запитом.

Додатки: файли "D56.xls", "inf_04.docx".

Заступник Голови

І. Жук

Таблиця 4

Кількість суб'єктів господарювання за видами економічної діяльності
у місті Дубно Рівненської області у 2016 році (згідно з даними Державної статистики України)

	Усього, одиниць	У тому числі			
		підприємства- юридичні особи одиниць	у % до підсумку	фізичні особи- підприємці одиниць	у % до підсумку
Усього	1923	160	100,0	1763	100,0
у тому числі:					
сільське, лісове та рибне господарство	34	7	4,4	27	1,5
промисловість	105	42	26,2	63	3,6
будівництво	37	13	8,1	24	1,4
оптова та роздрібна торгівля; ремонт автотранспортних засобів і мотоциклів	1230	31	19,4	1199	68,0
транспорт, складське господарство, поштова та кур'єрська діяльність	97	8	5,0	89	5,0
тимчасове розміщування й організація харчування	68	5	3,1	63	3,6
інформація та телекомунікації	52	3	1,9	49	2,8
фінансова та страхова діяльність	6	—	—	6	0,3
операції з нерухомим майном	54	26	16,3	28	1,6
професійна, наукова та технічна діяльність	101	13	8,1	88	5,0
діяльність у сфері адміністративного та допоміжного обслуговування	11	4	2,5	7	0,4
освіта	1	—	—	1	0,0
охорона здоров'я та надання соціальної допомоги	27	3	1,9	24	1,4
мистецтво, спорт, розваги та відпочинок	3	1	0,6	2	0,1
надання інших видів послуг	97	4	2,5	93	5,3

Примітки:

- Відповідно до Господарського кодексу України в редакції від 22.03.2012 року до суб'єктів господарювання належать підприємства юридичні особи та фізичні особи-підприємці;
- Дані наведено без урахування діяльності бюджетних установ

Таблиця 5

Окремі показники діяльності підприємств за їх розмірами
у м. Дубно Рівненської області за 2016 рік (згідно даних Державної статистики України)

	Усього	У тому числі			
		великі підприємства	середні підприємства	малі підприємства	з них мікро- підприємства
Кількість підприємств, одиниць	160	—	14	146	118
відсотків до загальної кількості	100,0	—	6,8	93,2	82,6
Обсяг реалізованої продукції, (товарів, послуг) млн.грн	3718,5	—	3519,6	198,9	115,2
відсотків до загального обсягу реалізованої продукції (товарів, послуг)	100,0	—	94,7	5,3	3,1

Примітка. Інформація сформована за критеріями великих, середніх, малих та мікропідприємств, які визначені у Господарському кодексі України в редакції від 22.03.2012

Таблиця 6

Показники економічного та соціального розвитку міста Дубно

Показники	Одиниця виміру	2015 рік	2016 рік	2017 рік, очікуване
Обсяг реалізованої продукції промисловості, у % до попереднього року	%	77,8	121,5	125,0
Обсяг виконаних будівельних робіт	тис.грн.	3892,0	4868,6	9692,9
Введення в експлуатацію загальної площі житла, за рахунок усіх джерел фінансування	кв. м.	5768,0	6111,9	5192,6
Уведення в експлуатацію загальної площі житла, за рахунок усіх джерел фінансування, у % до попереднього року	%	152,1	100	85
Середньомісячна заробітна плата	грн.	2776	3469	4892
Середньомісячна заробітна плата, у% до попереднього року	%	116,9	124,7	141,0
Кількість платників податків юридичних осіб	один.			
Кількість платників податків юридичних осіб, у % до попереднього року	%			
Кількість платників податків фізичних осіб	осіб	1745	1681	1660
Кількість платників податків фізичних осіб, у % до попереднього року	%	88,5	98,8	98,7

Таблиця 7

Основні показники зайнятості населення

Показники	Одиниця виміру	2016 рік	2017 рік очік.	2018 рік, прогноз
Чисельність зареєстрованих безробітних громадян	осіб	646	650	640
Працевлаштування незайнятих (безробітних) громадян на вільні та новостворені робочі місця	осіб	308	330	330
Залучення незайнятих громадян до оплачуваних громадських (тимчасових) робіт	осіб	135	135	135
Організація професійної підготовки, перепідготовки та підвищення кваліфікації	осіб	175	210	210
Створення нових робочих місць в усіх сферах економічної діяльності, всього, в т.ч.				
- шляхом надання одноразової допомоги по безробіттю	осіб	9	3	3
- за рахунок компенсації єдиного соціального внеску роботодавцям	осіб	30	40	30
Рівень зареєстрованого безробіття	%	2,32	2,3	2,03