

LOCAL ECONOMIC DEVELOPMENT PLAN

Municipality: Khmelnytskyi City Council

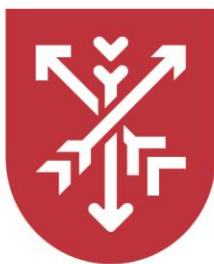
City of Khmelnytskyi

Country: Ukraine

Khmelnytskyi —
A Marketplace of Innovation and Opportunity!



Mayors for
Economic Growth



Хмельницька
міська рада

City of Khmelnytskyi, Ukraine
2018

Dear Citizens and Partners of Khmelnytskyi!

In order to improve the business climate, expand employment, nurture the business environment and attract investment, the City of Khmelnytskyi joined the Mayor's for Economic Growth Initiative (M4EG), which focuses on sustainable local economic development.

Khmelnytskyi seeks to take a leading role among the cities of Ukraine in terms of the welfare of its inhabitants and the standard of living by creating favorable conditions for business development, increasing the competitiveness of industry, providing personnel, promoting innovation and attracting investment.

The use of effective tools for stimulating local economic development, based on cooperation and partnership between the authorities, the community and business, will enable entrepreneurial activity, create new workplaces and strengthen market positions at the interregional and international levels. The development of entrepreneurship in those areas that are consistent with the priorities of socio-economic development of the City is the main goal of the local authorities.

Khmelnytskyi - the marketplace of innovation and opportunity - a city of economically active people, entrepreneurship and entrepreneurs! I invite representatives of the private sector and civil society organizations to work together for the sake of economic development and prosperity of our City.

The City is open for wide dialogue, effective cooperation and long-term partnership!

Best Regards

*Oleksandr Symchyshyn
Khmelnytskyi City Mayor*

To request a copy of this Plan, please contact:

Name: Oksana Novodon

Title: Chief of Economic Department of Khmelnytskyi City Council

Address: City of Khmelnytskyi, 3, Haharina Street

Telephone: +38 (0382) 76-20-29

Fax: +38 (0382) 76-43-46

Email: Dep-economy@rada.khmelnytsky.com

Website: <http://khm.gov.ua>

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1. Summary

Khmelnyskyi is a significant industrial and business center of Ukraine. The engines of economic development of the City are enterprises that work in the fields of trade and services, industry, construction, logistics and information technology.

Development of entrepreneurship is one of the priority directions of the City Development Strategy of Khmelnytskyi until 2025. Openness of local authorities in cooperation with foreign and domestic investors, international financial institutions, the availability of free land plots, production areas, and labor are key factors in the investment attractiveness of Khmelnytskyi.

In order to increase the competitiveness of the local economy, the level of employment and welfare of the Khmelnytskyi citizens, Khmelnytskyi joined the EU's "Mayors for Economic Growth" Initiative on May 31, 2017.

The Local Economic Development Plan for the City of Khmelnytskyi was developed, after analysis of the current state of business trends, external and internal environments (SWOT-analysis) and the identification of problematic issues by a working group which included profile experts, analysts, academics, as well as business and non-governmental organizations.

Local entrepreneurs seek to deepen the constructive dialogue with authorities, and begin a system of integrated information and consulting support, increase the level of co-operation of enterprises of various industries, introduce a system of marketing and promotion of products of local producers, stimulate investment and production activities, and do business where skilled personnel are available.

To achieve the vision of Khmelnytskyi as **a City conducive to business, dynamic economic development and the latest technologies**, three main objectives of the Local Economic Development Plan were identified:

- 1. Create a comfortable business environment.**
- 2. Stimulate development of advanced information technologies.**
- 3. Development the City's human-resource potential.**

The Local Economic Development Plan contains a system of measures that will promote the dynamic development of entrepreneurship as an important factor in the sustainable economic and social growth of the City, namely:

- ❖ implementation of the "School of Young Entrepreneurs" project (carrying out educational activities for youth on entrepreneurship);
- ❖ creation and support of information-consulting web-portal for business;
- ❖ implementation the "Buy local (Khmelnyskyi)!" project;
- ❖ creation of the iHUB Innovation and Entrepreneurship Support Center;
- ❖ creation of an IT cluster;
- ❖ creation of the "Khmelnyskyi Industrial Park";
- ❖ Implementation of the "Make a Career in Khmelnytskyi!" program for promoting local employers.

As a result of the implementation of the Local Economic Development Plan projects, it is envisaged to create infrastructure support for entrepreneurship, increase the volume of sales, the export opportunities of local producers, the volume of attracted investments in the City economy, and increase the employment rate of the population.

Project funding will come from the city and state budgets, local business, investors, non-governmental organizations, international financial organizations and international technical assistance. The volume of financing of the Local Economic Development Plan of Khmelnytskyi for 2019-2020 is 20,562,700 UAH or 652,784 EUR.

2. List of Tables

- Table 1.** Action Plan for 2019-2020 (page 18).
- Table 2.** Financing Scheme (page 21).
- Table 3.** Monitoring Indicators (page 22).
- Table 4.** Classification of Khmelnytskyi enterprises by size (according to the Commercial Code of Ukraine) according to the Khmelnytskyi State Tax Inspectorate (Attachments B, page 28).
- Table 5.** Assessment of cooperation at the local level (Attachments B, p. 28).
- Table 6.** Industries with growth prospects and industry needs (Attachments B, p. 29).
- Table 7.** The needs of the private sector in land and infrastructure (Attachments B, page 30).
- Table 8.** Skilled workforce in industries with a growth prospect (Attachments B, p. 30).

3. List of Abbreviations

LEDP	Local Economic Development Plan
KCCI	Khmelnytskyi Chamber of Commerce and Industry
AIEK	Association of Industrialists and Entrepreneurs of the Khmelnytskyi Region
SBSC	Small Business Support Center
ASTAR	ASTAR Agency for Sustainable Development
KCDA	Khmelnytskyi City Development Agency
BSC	Business Support Center
KCEC	Khmelnytskyi City Employment Center
SMB	Small and Medium Business
SEA	Subject of Entrepreneurial Activity
RFES	Regional Fund for Entrepreneurship Support in Khmelnytskyi Region

4. Introduction

On May 31, 2017, the City of Khmelnytskyi officially supported the European Union's "Mayors for Economic Growth" initiative, which testifies to the readiness of local authorities to establish partnerships with business and the public, to develop and implement a set of measures to promote economic growth, boost entrepreneurship and create new jobs.

Khmelnytskyi is a significant industrial and business center of Ukraine. The driving force of the City's economy is small and medium-sized enterprises working in trade and services, industry, construction, logistics and information technology. The presence in Khmelnytskyi of one of the largest domestic goods markets in Ukraine establishes the status of the City as a powerful trading center.

Favorable location and a developed network of transportation infrastructure, gives Khmelnytskyi broad opportunities for the development of interregional and interstate ties. The City is located on the border of important transport routes from Western Europe to Central Asia and from the Baltic States to the Black Sea and Turkey. Within 24 hours, you can reach Warsaw, Istanbul, Helsinki, Prague, Berlin and Bucharest by car, and it is just four hours in Kiev (384 km distance). The distance to the Odessa seaport is 564 km and to the airports in the City of Vinnitsa - 121 km.

The City's population grows each year due to both natural and migratory growth. At the beginning of 2018, 268,400 people live here, of which 72 percent are of working age. The average age is 38.8 (men - 36.7, women - 40.6).

The City is a leader in security and comfort among Ukrainian cities. High rates of new housing development, modern infrastructure, the presence of a large number of recreational areas, a variety of dining and food service establishments and entertainment make Khmelnytskyi attractive.

The openness of local authorities to cooperate with foreign and domestic investors, international financial institutions, the availability of free land plots and production facilities, and the availability of skilled labor are key factors in the investment attractiveness of Khmelnytskyi.

A working group created by the mayor's action 01.08.2017 №198-p, which includes scientists, representatives of government, business and the public organizations, developed the Local Economic Development Plan (LEDP) of the City of Khmelnytskyi. The main objective of the LEDP is to create a unified roadmap for authorities, public associations, entrepreneurs, support organizations, and others to solve socio-economic problems, increase the production, strengthen the market positions of businesses on interregional and international levels and ensure a high level of employment.

The LEDP was prepared with technical support from the Mayors for Economic Growth initiative of the European Commission and agreed by experts of the World Bank. The LEDP also fully coordinated with the Khmelnytskyi City Development Strategy until 2025, which establishes the development of entrepreneurship as a priority.

Funding of LEDP activities will come from City and state budgets, local business, investors, as well as non-governmental organizations, international financial organizations and international technical assistance. The estimated cost of projects is 20,562,700 UAH or 652,784 EUR (according to exchange rates August 1, 2018).

5. The Process of Preparing an Local Economic Development Plan

The development of the LEDP and its further implementation is based on the following principles:

- ❖ The Rule of Law
- ❖ Partnership with the private sector
- ❖ Partnership with the civil society sector
- ❖ A common understanding
- ❖ Reliance on modern concepts and European experience.

The process for developing the Local Economic Development Plan:

1. Formation of a working group.
2. Analysis of the structure of the City's economy.
3. SWOT analysis.
4. Definition of the vision, objectives and expected results.
5. Development of a plan of actions and measures.
6. Development of the financing plan.
7. Development of indicators and monitoring mechanisms.

Various methods were used at each stage of the development of LEDP, including the analysis of statistical and other data from open sources, expert analysis and brainstorming.

As part of the development of the LEDP, a survey was conducted by representatives of private companies, and 17 different activities were carried out with the participation of the members of the working group with representatives of the business community, IT - companies, banking institutions, educational institutions, public organizations, etc. (Attachments A).

During these meetings, leading problems of doing business were discussed, promising areas of the economy development were identified, along with measures needed to be implemented by the City authorities to create a favorable business climate and ensure economic growth.

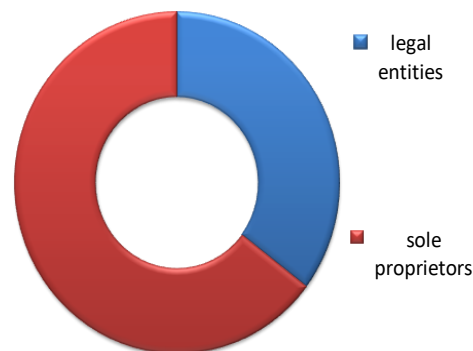
Thanks to the partnership of the City authorities with the public, businesses and private entrepreneurs, the value and quality of the projects will be improved, within the framework of the implementation of LEDP.

6. Local Economic Analysis

6.1. Analysis of Local Economic Structure

Entrepreneurship plays a significant role in supporting the City budget and ensuring employment. The share of revenues from business entities in the total budget of the City in 2017 amounted to 47.5 percent. About 44,000 employees work at large, medium and small enterprises. Fifteen thousand persons carry out business activity in City markets.

As of January 1, 2018, 32,004 business entities are registered in the City, including 11,325 legal entities and 20,679 sole proprietors. In recent years there has been a tendency towards an increase in the number of legal entities and a decrease in the number of sole proprietorships (the total number of registered business entities decreased by 5.7 percent compared to 2014).



Small and Medium Business account for 99.9 percent of the total number of economically active enterprises of the City.

According to the Khmelnytskyi State Tax Directorate has five large enterprises located in the City. There are also 2,338 medium-sized, 1,663 small and 28,215 micro-enterprises (Table 4, Attachments B).

As for the sectoral distribution, traditionally most of the City's enterprises are concentrated in trade (24.0 percent), industry (9.2 percent) and construction (9.1 percent).

Annually, 200,000 square meters of housing are added to the City's inventory and modern shopping and entertainment centers and shops are being built.

Khmelnytskyi is known throughout Ukraine as a trading center and historically has been a center for wholesale and retail trade of consumer goods. There are almost 3,000 retail, household and restaurant services and 41 markets in the City (the volume of wholesale and retail sales in 2017 amounted to about 12.0 billion UAH).

An important positive factor for the City's economy is the annual increase in sales of goods by enterprises of the City. In 2017, the value of products sold amounted to 32.4 billion UAH, which is 2.1 times more than in 2014.

Production activities in the City are carried out by about 200 enterprises focused on the food and chemical industry, machine building and metal processing, light industry, construction materials, pulp and paper and publishing products, etc.

During recent years, the City's industrial base has been gradually developing: start-ups of new enterprises, with foreign investments in particular, have increased production and introduced innovative production process technologies.

Light industry is one of the promising branches of the City's industrial base. This sector produces a wide range of consumer goods and contributes to the employment. The volume of industrial products sold is growing rapidly and in 2017, goods sold amounted to UAH 656.4 million. Most enterprises have great potential and seek to cooperate with investors.

Since Khmelnytskyi is the center of one of the largest agrarian regions of Ukraine, the food industry remains a strategically important. This sector provides stable work and brings to the market products that are known both in Ukraine and abroad.

In 2017, food products sold totaled 855.2 million UAH. In the long run, the City has significant potential to develop existing and new enterprises engaged in the processing of agro-industrial products.

The City's economy is characterized by a rather large (70.2 percent) share of profitable enterprises against the total number of enterprises (based on the results of operations in 2017, 533.7 million UAH profits were earned). The most profitable enterprises are industrial enterprises, in particular those engaged in mechanical engineering (electrical equipment, electronic and optical products), textile and clothing manufacturing.

City enterprises are actively engaged in foreign economic activity. In 2017, export of goods amounted to 101.7 million USD while imports came to 237.1 million USD. The distribution of exports is food products (23.9 percent); machinery, equipment and machinery (21.7 percent); polymeric materials and plastics (19.1 percent); textile products and footwear (18.9 percent).

Each year the orientation of local enterprises to the markets of European countries increases in particular, in 2017, the share of exports to the EU countries in total exports was 43.2 percent while, imports amounted to 48.5 percent (14.2 percent and 42.3 percent respectively in 2014).

As of January 1, 2018 the City's economy attracted 27.0 million dollars in foreign investment. Of this about 90 percent came from EU countries. Investors are prone to invest in a faster turnover and high profitability (wholesale and retail trade, real estate transactions), as well as in already developed areas of economic activity, including industry. Industrial enterprises attracted almost 5.0 million dollars for the production of rubber and plastic products; food and beverages; textile production, clothing and leather production, etc.

At the same time, according to the results of comparative analysis with other Ukrainian cities, export opportunities of local enterprises and the volume of attracted foreign investments in the City economy is relatively low (6th place among 8 regional centers of the western region of Ukraine).

In recent years, the IT industry has been rapidly developing. There are now more than 30 IT companies and more than 1,000 specialists in Khmelnytskyi.

Analysis of the Khmelnytskyi business environment shows that support of business, particularly in the advanced spheres of the economy (light and food industry, IT sector), by local governments should be a priority strategy of the LEDP.

6.2. Local Cooperation and Networking

In 2017, Khmelnytskyi City Development Agency (KCDA) was founded to establish partnerships with international organizations for the development, attraction of financing and implementation of City development projects.

The Union of Industrialists and Entrepreneurs of the Khmelnytskyi Region (AIEK) and the Khmelnytskyi Markets Association play an important role in the development of entrepreneurship and in establishing inter-sectoral cooperation.

Representatives of these organizations conduct consultations to resolve issues of business activity in the City and involve business and public associations in improving the legal and regulatory framework.

The Khmelnytskyi Chamber of Commerce and Industry (KCCI) promotes business cooperation between domestic and foreign partners, expansion of markets for the sale of goods and services, and the universal strengthening of international industrial, scientific and technical and trade ties.

City authorities work fruitfully with the Agency for Sustainable Development (ASTAR) and the Business Support Center (BSC), which provide effective assistance to entrepreneurs in order to develop them, and search for partners and markets. In 2016-2018, business meetings and trainings aimed at creating an apparel manufacturing cluster, a beekeeping cooperative, innovative greenhouse business development, IT sector development, etc. were held.

With the assistance of the City authorities, the Small Business Support Center (SBSC) advances entrepreneurship, in particular among women and socially vulnerable groups.

In March 2018, in order to support women entrepreneurs, a Memorandum of Cooperation was signed with the Podillya Center Gender Council, a Khmelnytskyi regional public organization. The memorandum sets for a plan to carry out activities that will attract women to the business sector by conducting exercises and consultations; initiation and introduction of a gender component in the development and approval of urban programs aimed at the development of entrepreneurship; conducting awareness-raising campaigns and looking for investments aimed at the development of women's business.

In 2018, the Regional League of Light Industry Employers of Khmelnytskyi Region, a trade organization for apparel and shoe manufacturing was formed. The main purpose of the organizations is to establish systemic cooperation of local producers and increase the social responsibility of employers.

Information on the assessment of cooperation with these organizations is given in the Table 5, Attachments B.

In order to maintain permanent and long-term links between science and business, round tables and scientific-practical conferences are conducting by higher education institutions of the City.

6.3. Business-friendly, Transparent and Corruption Free Administration

Transparency, openness and accountability are priorities of City authorities. According to a study conducted by Transparency International Ukraine, Khmelnytskyi ranked 23rd in transparency among 102 Ukrainian cities.

According to the results of an all-Ukrainian municipal survey conducted in 2018 by the Rating Sociological Group on behalf of the International Republican Institute (IRI) among residents of the 24 regional centers of Ukraine, the City of Khmelnytskyi ranked 2nd place by the percent of residents who believe that the mayor tries to overcome corruption at municipal level, 7th place in terms of satisfaction with the activities of the mayor and 9th place in the index of satisfaction with cooperation with the City authorities.

According to a survey conducted by the Center for the Development of Innovations, a public association, Khmelnytskyi ranked 2nd place among the cities of Ukraine on an index of e-democracy.

Further actions by city authorities to improve transparency on regulation of entrepreneurial activity will be based on compliance with the requirements of the Law of Ukraine "On the Principles of State Regulatory Policy in the Field of Economic Activity".

The activities of the City Council and its executive bodies are covered on its official web-site <https://khm.gov.ua>, the web-portal of electronic services <http://smart.khm.gov.ua>, in the Proskuriv newspaper published by the council <https://proskuriv.khm.gov.ua>, on the air of the municipal TV and radio company.

City authorities create the most favorable conditions for conducting business by simplifying permit procedures and improving the system of administrative services. To ensure the possibility of convenient and transparent launch of a business, an electronic

document flow has been implemented, on the official website of the Center of Administrative Services <https://cnap.khm.gov.ua>. The procedure for obtaining services is widely disseminated and information brochures are being distributed (as of January 1, 2018, 217 administrative services are available along with 23 types of permits).

Issues of entrepreneurship development and proposals to improve the regulatory environment are discussed at working meetings, round tables and meetings of the Coordination Council on business development issues.

In 2017, visits to industrial enterprises by City authorities were started to resolve issues. So were "Coffee with the Mayor" meetings to discuss joint projects aimed at promoting local products, training of staff and other relevant business issues.

As a result of these meetings, the main issues in business development have been identified (Table 6, Attachments B), namely:

1. Restricted business access to systematic business information;
2. Lack of Technology Park for implementation of innovations and promotion of production development;
3. Insufficient level of support and promotion for local commodity producers;
4. Lack of innovative support system for IT entrepreneurship and startup companies;
5. Lack of a common platform for unifying the efforts of IT companies, education and local authorities;
6. Lack of relationship between employers and potential staff.

6.4. Access to Finance

A special role in shaping the competitiveness of business is the availability of financial resources. The City has 21 banking institutions and 18 credit unions, which provide loans for business development, as well as more than 100 entities that provide other types of financing.

Also in the City is the Regional Fund for Enterprise Support in Khmelnytskyi Region (RFES), founded by the Ukrainian Foundation for Entrepreneurship Support and the Khmelnytskyi Regional State Administration. In 2003-2018, the foundation provided financial and lending support to 183 cities and regions (totally almost 11.0 million UAH).

In 2017, banking institutions provided loans for business development of about 600 local businesses in the amount of almost 80.0 million UAH. The largest amount of credit is attracted to the development of trade, food service and industry.

At the same time, businesses often lack the working capital they need due to the high cost of credit and inflationary risks. The main source of investment for enterprises is their own financial resources and access to alternative sources of funding remains limited. There is an urgent need to intensify the financing of SMB by commercial banks, extending the list of credit services (guarantee schemes, leasing, factoring, exports, insurance, etc.).

City authorities are taking steps to establish cooperation between commercial banks and non-bank financial institutions, to fully meet the needs of business in financing under accessible conditions and will promote the development of entrepreneurship in priority areas for the City, creation of new workplaces, and increase of tax revenues to the budget.

Memoranda of cooperation between Khmelnytskyi City Council and seven banking institutions have been concluded to promote business development by using tools supporting entrepreneurship and expanding the access of business to the credit markets.

Together with representatives of business circles and banking structures, the City Council has approved a plan to reimburse of interest payments from the City budget for loans obtained by business entities for investment projects. The City budget for 2018 includes UAH 1.0 million for this financial support.

In 2017, the Small Business Support Center (SBSC) started the Integration and Stabilization Support By Providing Means of Existence of Internally Displaced Persons and the Population Affected by the Conflict in Ukraine Project with financial support by the International Organization for Migration in Ukraine. As a result of the project, 85 people who showed a desire to start business received equipment worth a total of 100,000 US dollars.

Increasing the access of economic entities to financial resources is possible by providing information support to entrepreneurs regarding the possibilities of obtaining them, as well as attracting international technical assistance for the development of small and medium enterprises.

6.5. Land and Infrastructure

The City of Khmelnytskyi provides effective and targeted use of the land within its borders. The sale and lease of land is carried out in accordance with the rules of the current legislation, namely, in accordance with the procedure of land trades. The City Council's web-site contains a list of available sites (15 land lots with a total area of more than six hectares for commercial construction). The greatest demand is for land plots to construct of shopping centers and warehouses.

To encourage investment, an inventory of land plots and industrial sites that may be offered to investors was conducted, and a "Catalog of Free Land Plots" has been developed, which contains exhaustive information on available land with a total area of 20.5 hectares (green-field and brown-field).

The total area leased by business is about 100,000 thousand square meters. The largest demand is for shops, cafes, and offices for individual entrepreneurs.

In order to ensure the transparency of municipal real estate transaction, the Proskuriv newspaper and the City Council's website lists space for lease and bidding for real estate leases.

In September 2017, the Khmelnytskyi City Council signed a Declaration of Cooperation with the ProZorro Electronic System. Sales for transparent and effective sale and lease of communal property.

In 2018, the City Council approved a draft land management plan to allocate a 90.9 hectare land plot for a proposed industrial park. Priority directions of economic activity for determining the functional purpose of the industrial park "Khmelnytsky" - textile production, machine building, agro-processing.

More information on the needs of the private sector in land and infrastructure is given in Table 7, Attachments B.

6.6. Regulatory and Institutional Framework

One of the most effective measures aimed at supporting entrepreneurship and promoting its further development is the creation of a predictable, transparent and economically sound regulatory framework.

To increase entrepreneurial activity, City authorities reduced the rate of the single tax for entrepreneurs in the second tier from 20 percent to 15 percent; doubled taxes on

residential and non-residential real estate, transportation, and parking fees; and reduced land rent for markets (set at the lowest possible mark – 3 percent).

Enterprises that expand their production capacity are required to pay a special tax to support transportation, infrastructure and engineering (up to 1 percent).

As of January 1, 2018, there are 83 registered regulatory actions by the City Council and the executive committee, including 67 decisions of the City Council. The overwhelming majority of regulatory acts are aimed at streamlining land and rent relations, setting tariffs, local taxes and fees.

In particular, in 2017-2018, decisions of the City Council approved procedures for mobile temporary buildings for business activities, procedures for placing outdoor advertising, and procedures for exhibitions, fairs and events. Development of these actions involved a wide range of public and business community representatives.

In 2017, the City Council adopted the Program for the Promotion and Development of Entrepreneurship which provides for measures that will promote the dynamic development of entrepreneurship as an important factor in sustainable economic and social growth at the local level.

In March 2018, in order to study the opinions of the City's business community, the City conducted a business survey. As a result of the survey, as well as other meetings with business representatives, measures have been developed that need to be implemented by the City authorities in cooperation with other institutions to create a favorable business climate and ensure economic growth.

6.7. Skills and Human Capital, Inclusiveness

The quality of life and the developed infrastructure in the City contribute to natural and migratory population growth. As of January 1, 2018 the population of the City amounted to 268,400 people (46.1 percent of the City population are male, 53.9 percent are female). There are 191,000 able-bodied people (72.0 percent of the population), of which more than 120,000 people are employed in all spheres of the economy.

The largest percentage of employees (34.2 percent) is employed in the trade, food service and industry sectors.

The average monthly salary in 2017 amounted to 5,995 UAH, which is by 16.0 percent less than the average across Ukraine. The highest average wage is among employees working in state administration and defense (9,352 UAH per month) followed by financial and insurance activities (7,383 UAH), and industry (5,522 UAH). In the trade and food service industry, the average wage is only about 4,000 UAH.

The local labor market is characterized by an imbalance between demand and supply of labor (with a relatively high level of remuneration in the City's industrial enterprises there is still a shortage of skilled personnel).

Among the vacancies presented by Khmelnytskyi employers, almost two thirds of all vacancies are job offers for skilled workers. Clients of the Khmelnytskyi City Employment Center to be bankers, civil servants, managers, financiers, accountants, and economists. In 2017, employment services were used by more than 5,000 citizens and 55.0 percent were women.

Vocational and higher education in the City is provided by a system of educational institutions that train highly qualified specialists for different professions (16 higher and 6 vocational schools). Every year institutions of higher and vocational education produce more than 6,000 specialists, including more than 300 IT specialists. In particular, the vocational schools carry out training for construction, food, light industry, trade and service sectors.

However, every year there is an increase in the need for trained specialists in the labor professions, which today are in great demand, namely: sewing machine operators, locksmiths, welders, electricians, design engineers and engineering-technologists, IT specialists, etc. (Table 8, Attachments B).

At present, there is a need to strengthen the interaction of local executive authorities, social partners, employers and vocational education institutions in addressing the advancement of vocational education through the following measures: modernization of vocational education, introduction of advanced technologies; establishment of cooperation and partnership with enterprises, employers; deepening cooperation between educational institutions and IT companies.

6.8. External Positioning and Marketing

Khmelnyskyi dynamically develops and new housing and modern infrastructure projects are being built. The City is one of the most beautiful and greenest regional centers of Ukraine.

In 2015, Forbes Ukraine magazine rated Khmelnytskyi 8th among 25 cities in Ukraine in for ease of doing business.

According to agency "Euro-Rating" in the fourth quarter of 2017, the investment rating of the City of Khmelnytskyi is above average (ineC).

According to the results of an all-Ukrainian municipal survey conducted in 2018 by the Rating Sociological Group on behalf of the International Republican Institute (IRI) among residents of the 24 regional centers of Ukraine, Khmelnytskyi ranked 10th in the quality of service. And the City was one of four with the highest reported personal security.

Khmelnyskyi has been awarded the "European Diploma" and "Flag of Honor" for work in European integration, economic development, energy efficient management, strengthening of international relations and the spread of European values.

Khmelnyskyi maintains business and friendly relations with twin cities of different countries and in 2017 became an associate member of the Alliance of Cities and Regions of the Great Silk Road.

With the purpose of activating the City's international cooperation, ensuring its awareness and creating a positive investment image at the national and international levels, the City Council adopted the Program of International Cooperation and Promotion of the City of Khmelnytskyi for 2016-2020.

The City developed Khmelnytskyi Investment Map, the Investment Passport <https://invest.khm.gov.ua/uk> and the Khmelnytskyi brand book.

In order to unite entrepreneurs and investors in the vision of the City's future, informing the business community about new opportunities that will improve the business climate of the City, the first annual Forum for Economic Development was held on April 27, 2017. Nearly 600 participants, in particular entrepreneurs of local, national and international levels participated. Within the framework of the forum, three discussion panels (agrarian sphere, light industry and "creative economy") were held, and 10 investment projects were presented.

The Second Annual Economic Development Forum in Khmelnytskyi is scheduled for September 28, 2018.

7. SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Convenient geographical location and developed transportation links. 2. A large number of retail spaces and modern trade and service complexes. 3. Availability of free production areas, office premises and land plots. 4. Availability of the well-established industrial base of the economy. 5. Availability of agricultural raw materials. 6. A developed network of banking and credit institutions. 7. Availability of a training base for IT specialists training. 8. Activity of organizations that provide assistance and protect the interests of entrepreneurs. 9. Positive practices of partnership between City authorities and business. 	<ol style="list-style-type: none"> 1. Insufficient level of education on modern methods and forms of organization of innovative business. 2. Restricted business access to systematic, topical business information. 3. Low level of entrepreneurial cooperation, export capacity and business orientation. 4. Lack of Technology Park for implementation of innovations and promotion of production development. 5. Lack of marketing and promotion system of local producers. 6. The imbalance between supply and demand in the labor market. 7. Incompatibility of vocational education with modern needs of employers.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Implementation of deregulation processes in the field of economic activity. 2. Expansion of export-import relations with the EU, interregional and international relations, cross-border cooperation. 3. Participation in EU programs, including Horizons 2020, Competitiveness of Small and Medium Enterprises (COSME) (2014-2020), etc. 	<ol style="list-style-type: none"> 1. Continuation of geopolitical instability in the east of the country. 2. Slow recovery of the economy or new macroeconomic upheavals. 3. Increased cost and energy shortages. 4. Instability of national currency. 5. The existence of administrative barriers to doing business and the lack of incentives for its development.

The SWOT analysis allows us to trace the ratio of factors of the external and internal environment and develop a set of measures for solving the problem issues of business development, further ensuring favorable conditions and activating the entrepreneurial activity, improving the investment climate, ensuring competitiveness of entrepreneurship and ensuring employment of the population, namely:

- development of innovation infrastructure for support of small and medium enterprises, popularization of entrepreneurial ideas, implementation of the integrated information and consulting system of business;
- increasing the level of co-operation between enterprises of different industries, promoting innovative approaches and technologies, expanding enterprises to the international level and increasing their export potential; combining the efforts of IT companies with educational institutions;
- provision of the city enterprises with skilled personnel.

8. Vision and Objectives

The vision of the Local Economic Development Plan corresponds to the strategic vision of the City:

Khmelnyskyi is a City conducive to business, dynamic economic development and the latest technologies.

Khmelnyskyi is:

- ❖ A location that confidently demonstrates its willingness and ability to build an equal dialogue, fruitful cooperation and open, long-term partnership with the business community as well as domestic and foreign investors;
- ❖ A commercial, business and investment-attractive center, with strong innovative production, developed economy, competitive products, and high export potential;
- ❖ The "sewing capital of Ukraine" and a center for processing agricultural products, which creates new jobs for highly skilled workers with high wages.

Mission of the City: Khmelnytskyi creates comfort unites for development and invests in the future!

The mission and vision of the City consolidate the actions of local government bodies, executive authorities, public associations of entrepreneurs, institutions of infrastructure of entrepreneurship support, scientific organizations on the complex issue of business development.

The implementation of the Local Economic Development Plan should contribute to the following objectives:

- 1. Create a comfortable business environment.**
- 2. Stimulate the development of advanced information technologies.**
- 3. Development the City's human-resource potential.**

As a result of the implementation of the Local Economic Development Plan projects, the following socio-economic benefits are expected:

- deepening of a constructive dialogue with business;
- activation of entrepreneurial initiative, involvement of young people in starting their own business, promotion of professional growth of personnel in the field of entrepreneurship;
- resource and information support, infrastructure development for entrepreneurship support;
- development of high-tech industries and diversification of economic activities;
- increase of investments in the local economy, competitiveness products and export opportunities;
- increase of the employment level and salary, formation of the prestige of the working professions and the popularization of the City's employers, the establishment of the relationship between employers, educational institutions and potential personnel.

The implementation of the Local Economic Development Plan will be based on partnership "government-business-community".

9. Action Plan for 2019-2020

Table 1. Action Plan for 2019-2020

Building blocks	Key Objectives	Actions/Projects ideas	Duration (start/finish)	Partners involved	Estimated costs in in thousand UAH (Euros*)	Results	Monitoring Indicators
1. Business-friendly, Transparent and Corruption Free Administration. 2. Regulatory and Institutional Framework. 3. External Positioning and Marketing.	1. Create a comfortable business environment.	1.1. Implementation of the "School of Young Entrepreneurs" project.	2019-2020	City Council, business	277,6 (8 813)	Number of conducted trainings - 2. The number of courses covered is 50 persons.	Percentage of graduates who start their own business (not less than 20%).
		1.2. Creation and support of information-consulting web-portal for business.	2019-2020	City Council, ASTAR, BSC, KCCI	770,0 (24 444)	Operation of information and consulting web-portal - 1 unit.	Number of visitors (not less than 500 people).
		1.3. Implementation the "Buy local (Khmelnyskyi)!" project.	2019-2020	City Council, business, KCCI, KCDA, Regional League of Light Industry Employers of Khmelnytskyi Region	2309,0 (73 302)	Number of events (exhibitions, festivals) - 4.	Number of businesses involved (at least 100 units).
		1.4. Creation of the iHUB Innovation and Entrepreneurship Support Center.	2019-2020	City Council, international organizations	1876,1 (59 559)	iHUB Center Function - 1 unit. Number of enterprises that	The number of registered startup companies (not less than 5

						received services - 30 units.	units).
1. Local Cooperation and Networking. 2. Land and Infrastructure. 3. Skills and Human Capital, Inclusiveness.	2. Stimulate the development of advanced information technologies.	2.1. Creation of an IT cluster.	2019-2020	City Council, KCDA, public organizations, IT companies, educational institutions	3000,0 (95 238)	The number of IT companies involved is 10. The number of events held is 20.	Number of realized projects in the field of application of information technologies (not less than 5 units).
		2.2. Creation of the "Khmelnyskyi Industrial Park".	2019-2020	City Council, Managing Company, business	10980,0 (348 571)	Number of newly created enterprises - 10 units. The number of created jobs (not less than 3,000 units).	Functioning of the industrial park - 1 unit.
1. Local Cooperation and Networking. 2. Skills and Human Capital, Inclusiveness.	1. Development the City's human-resource potential.	1.1. Implementation of the "Make a Career in Khmelnytskyi!" program for promoting local employers.	2019-2020	City Council, KCEC, educational institutions, business	1350,0 (42 857)	The number of promotional events held is 14. Number of enterprises involved in the cooperation - 10.	Amount covered by the information company (at least 2,000 people).

*The planned expenses in Euros are calculated at the official NBU rate as of January 1, 2018 (1 Euro = 31.5 UAH).

10. Financing Scheme

The Local Economic Development Plan identified a set of organizational, financial and information measures that will be implemented at the expense of the City and state budgets, donors, investors, non-governmental organizations, international financial organizations and international technical assistance.

The estimated amount of funding needed for Local Economic Development Plan for 2019-2020 is 20,562,700 UAH or 652,784 Euros at the January 1, 2018 exchange rate.

In 2017 the Khmelnytskyi City Council took part in the competitive selection of regional development projects that can be implemented at the expense of the state budget funds received from the European Union in the framework of the Agreement on Financing of the Sectoral Economy Support Program - Support to Regional Policy of Ukraine. The project "Formation of the System of Supporting Entrepreneurship Development in Khmelnytskyi City" was prepared and submitted for participation in the contest, which involves the implementation of the program of support for beginner entrepreneurs, the creation of an innovative business support system, and support and promotion of the local commodity producer.

According to the results of the meeting of the competition commission, the project entered the list of winning projects (the total cost of the project is 5,232,700 UAH (166,100 Euros), including from the state budget – 3,600,000 UAH (114,300 Euros).

Table 2. Financing Scheme.

Actions	Estimated costs in thousand UAH (Euros*)	Source of financing				Funding gaps
		Local budget	Upper level budgets **	Business	Donors	
1.1. Implementation of the "School of Young Entrepreneurs" project.	277,6 (8 813)	255,0 (8 095)	22,6 (718)	-	-	-
1.2. Creation and support of information-consulting web-portal for business.	770,0 (24 444)	270,0 (8 571)	500,0 (15 873)	To be determined	-	-
1.3. Implementation the "Buy local (Khmelnyskyi)!" project.	2309,0 (73 302)	600,0 (19 048)	1709,0 (54 254)	To be determined	-	-
1.4. Creation of the iHUB Innovation and Entrepreneurship Support Center.	1876,1 (59 559)	507,7 (16 118)	1368,4 (43 441)	To be determined	-	-
2.1. Creation of an IT cluster.	3000,0 (95 238)	1000,0 (31 746)	-	To be determined	2000,0 (63 492)	-
2.2. Creation of the "Khmelnyskyi Industrial Park".	10980,0 (348 571)	2980,0 (94 603)	-	To be determined	8000,0 (253 968)	-
3.1. Implementation of the "Make a Career in Khmelnytskyi!" program for promoting local employers.	1350,0 (42 857)	1350,0 (42 857)	-	To be determined	-	-
Всього:	20562,7 (652 784)	6962,7 (221 038)	3600,0 (114 286)	To be determined	10000,0 (317 460)	-

* the planned expenses in euro are calculated at the official NBU rate as of 01.08.2018 (1 euro = 31.5 UAH).

** State budget funds received from the European Union in the framework of the implementation of the Agreement on Financing of the Sectoral Economy Support Program - Support to the Regional Policy of Ukraine.

11. Monitoring Indicators and Mechanisms

The level of achievement of the main goals of the Local Economic Development Plan will be determined by monitoring the performance indicators of the planned activities and indicators presented in Table 1.

In addition to tracking the dynamics of indicators by comparing planned values with the actual indicators, monitoring of the state of implementation of the Local Economic Development Plan will be carried out according to the following criteria:

1. General status of implementation (ahead of the schedule, according to the schedule, with a slight lag from the schedule).
2. Percentage of actual actions, or implementation of which has begun.
3. The percentage of funds actually allocated for the implementation of the actions envisaged.

The monitoring of the implementation of the Local Economic Development Plan will be carried out by the Monitoring Committee, which will be established by the mayor's decree. During the meeting of the Monitoring Committee, reports will be heard on the state of implementation of the projects of the Action Plan for 2019-2020 and the achievement of the defined vision and objectives (including expected results).

Table 3. Monitoring Indicators.

Actions	Duration	Expected results			
		01.01.2019 – 30.06.2019	01.07.2019 – 31.12.2019	01.01.2020 – 30.06.2020	01.07.2020 – 31.12.2020
1.1. Implementation of the "School of Young Entrepreneurs" project.	01.01.2019 - 31.12.2020	The preparatory work for the educational process was carried out and the material and technical component of the educational process was provided.	An information campaign has been conducted. 5-day training for 25 people.	The preparatory work for the educational process was carried out and the material and technical component of the educational process was provided.	An information campaign has been conducted. 5-day training for 25 people.
1.2. Creation and support of information-consulting web-portal for business.	01.01.2019 - 31.12.2020	The concept of a resource for business is developed. The information for filling it is systematized and collected.	An information and consulting resource for business was created.	Business information is updated and updated.	Business information is updated and updated.
1.3. Implementation the "Buy local	01.01.2019 - 31.12.2020	Marking of products of local manufacturers is	Marking of products is carried out.	Marking of products is carried out.	Marking of products is carried out.

(Khmelnyskyi)!" project.		made with the logo. The mechanism of co-financing participation in exhibition-fairs of local producers is developed.	Local producers have been reimbursed for the cost of participating in exhibitions abroad.	Local producers have been reimbursed for the cost of participating in exhibitions abroad.	The reimbursement of participation in exhibitions-fairs of local producers' products has been made.
1.4. Creation of the iHUB Innovation and Entrepreneurship Support Center.	01.01.2019 - 31.12.2020	Engaged in partner collaboration.	The communal property has been transferred to the center.	Infrastructure is provided, work space is organized.	The work is set up and the center is functioning.
2.1. Creation of an IT cluster.	01.01.2019 - 31.12.2020	Engaged in partner collaboration.	A series of video clips about successful IT companies was created, an information campaign in educational institutions was conducted.	Infrastructure is provided, work space is organized.	The activity of the coworking center is provided.
2.2. Creation of the "Khmelnyskyi Industrial Park".	01.01.2019 - 31.12.2020	The feasibility study for the project and the design estimates have been prepared.	A competition for the selection of a management company was held.	Provided with the infrastructure of the industrial area.	Agreements on conducting economic activity within the industrial park between the management company and the business entity were concluded.
3.1. Implementation of the "Make a Career in Khmelnyskyi!" program for promoting local employers.	01.01.2019 - 31.12.2020	The needs of workers of the City enterprises are determined. Published informational materials about the necessary specialty market.	Social advertising is provided, including in educational institutions. The "Days of Open Doors" were held at the City enterprises.	The Days of Career for senior pupils and vocational school students were held.	The program broadcasts a series of TV programs on youth internships at enterprises and further employment.
% of the total budget for all measures		30%	30%	20%	20%



УКРАЇНА

ХМЕЛЬНИЦЬКИЙ МІСЬКИЙ ГОЛОВА

РОЗПОРЯДЖЕННЯ

від 01.08.2017 № 198-р

м. Хмельницький

Про створення робочої групи
з розробки Плану економічного розвитку
міста Хмельницького

Для забезпечення виконання угоди у рамках Ініціативи "Мери за економічне зростання", з метою належної організації діяльності з розробки Плану економічного розвитку міста Хмельницького, керуючись Законом України "Про місцеве самоврядування в Україні".

1. Створити робочу групу з розробки Плану економічного розвитку міста Хмельницького згідно з додатком.
2. Робочій групі до 01.04.2018 р. розробити проект Плану економічного розвитку міста Хмельницького.
3. Контроль за виконанням розпорядження покласти на заступника міського голови В. Гончарука.

Секретар міської ради

М. Кривак



Склад робочої групи
з розробки Плану економічного розвитку міста Хмельницького

Голова робочої групи: Гончарук Володимир Володимирович	- заступник міського голови.
Секретар робочої групи Новодон Оксана Юріївна	- начальник управління економіки міської ради.
Члени робочої групи: Бєлякова Наталія Миколаївна	- президент Хмельницької торгово-промислової палати, голова Регіональної ради підприємств Хмельницької області (за згодою);
Гакало Валентин Володимирович Гнап Андрій Миколайович	- генеральний директор ТОВ "Насолода" (за згодою);
Гончар Ольга Іванівна	- виконавчий директор Центру паралельних обчислень Хмельницького національного університету (за згодою);
Гончар Сергій Костянтинович	- доктор економічних наук, професор кафедри маркетингу і торговельного підприємництва Хмельницького національного університету (за згодою);
Демчук Олег Віленович	- в. о. начальника управління - начальник відділу державної реєстрації речових прав на нерухоме майно та їх обтяжень міської ради;
Денисенко Андрій Вікторович	- координатор громадської організації "Громадський рух "Нова економічна політика", голова громадської організації "Агенція сталого розвитку "АСТАР" (за згодою);
Заганяч Валерій Миколайович Кулинич Роман Омелянович	- директор ТОВ "Довельсдорф Україна" (за згодою);
Миколайів Роман Дмитрович Мудра Ярослава Анатоліївна	- виконавчий директор Союзу промисловців і підприємців у Хмельницькій області (за згодою);
	- доктор економічних наук, доцент, завідувач кафедри математики, статистики та інформаційних технологій факультету управління та економіки Хмельницького університету управління та права (за згодою);
	- директор Департаменту освіти та науки міської ради;
	- проректор з науково-педагогічної роботи, кандидата економічних наук у галузі міжнародної економіки Хмельницького кооперативного торговельно-економічного інституту (за згодою);

Рудніченко Світлан Миколайович	- доктор економічних наук, професор кафедри менеджменту Хмельницького національного університету (за згодою); - начальник управління торгівлі міської ради;
Сідлецька Руслана Ситизмундівна Федорук Сергій Степанович	- генеральний директор ТОВ "Нейл" (за згодою);
Хоменко Марія Василівна Черненко Олег Анатолійович	- голова правління громадської організації Агенція комунікацій і розвитку "Аспект громади" (за згодою); - голова громадської організації "Хмельницька ініціатива" (за згодою);
Чорнісевич Олександр Богданович Швець Володимир Федорович	- директор департаменту архітектури, містобудування та земельних ресурсів міської ради; - голова Ради громадської організації Центр громадських ініціатив "Право громади" (за згодою);
Щепанський Едуард Валерійович	- професор кафедри державного управління та місцевого самоврядування Хмельницького університету управління та права, кандидат економічних наук, доцент (за згодою); - керівник ПП "Балтіка" (за згодою);
Яковюк Олександр Петрович Ярина Юрій Віталійович	- фізична особа – підприємць (за згодою).

Заступник міського голови

Г. Мельник

Процес розробки Плану місцевого економічного розвитку

Члени робочої групи з розробки Плану економічного розвитку міста Хмельницького, утвореної розпорядженням міського голови від 01.08.2017 року №198-р, приймали участь у наступних заходах:

Дата	Формат заходу	Присутні	Тема обговорень
16 листопада 2017 року	Засідання	Члени координаційної ради з питань розвитку підприємництва, СПД	Обговорено концепцію реформування професійно-технічної освіти міста.
5 грудня 2017 року	Засідання	Члени координаційної ради з питань розвитку підприємництва, СПД	Обговорено проблемні питання реформування професійно-технічної освіти міста.
18 січня 2018 року	Засідання	Експерт Ініціативи Європейського Союзу «Мери за Економічне Зростання», члени робочої групи	Обговорено питання щодо розробки Плану економічного розвитку міста, визначено перспективи подальшої співпраці.
26 січня 2018 року	«Кава з мером»	Бюджетоутворюючі промислові підприємства	Обговорено актуальні питання розвитку підприємницької діяльності.
8 лютого 2018 року	Засідання фокус-групи	Представники навчальних закладів, ІТ-компаній	Обговорено перспективи розвитку ІТ-галузі та напрямки співпраці.
28 лютого 2018 року	Засідання фокус-групи	Представники банківських установ, СПД	Обговорено шляхи удосконалення механізму фінансової підтримки розвитку суб'єктів підприємництва за рахунок коштів міського бюджету.
1 березня 2018 року	Засідання фокус-групи	Представники навчальних закладів, ІТ-компаній	Обговорено можливості співпраці ІТ-компаній з навчальними закладами. Підведено підсумки анкетування ІТ-компаній щодо їх проблем та потреб.
2-10 березня 2018 року	Опитування	СПД (великі, середні, малі)	Проведено соціологічне дослідження шляхом анкетування з метою визначення реальної економічної ситуації у місті та заходів, спрямованих на місцевий економічний розвиток.
6 березня 2018 року	«Кава з мером»	СПД будівельної галузі	Обговорено актуальні питання розвитку будівельної галузі.
22 березня 2018 року	Засідання фокус-	Представники навчальних закладів,	Обговорено основні напрями тристоронньої співпраці,

	групи	ІТ-компаній	спрямованих на наближення наукових та освітніх пропозицій потребам ринку.
28 березня 2018 року	Засідання фокус-групи	СПД галузі легкої промисловості	Обговорено питання щодо розробки концепції просування продукції місцевих виробників, розглянуто можливість співфінансування з міського бюджету участі у виставково-ярмаркових заходах.
4 квітня 2018 року	«Кава з мером»	СПД галузі легкої промисловості	Обговорено актуальні питання розвитку галузі легкої промисловості.
17 квітня 2018 року	Робоча зустріч	СПД галузі легкої промисловості	Розглянуто можливість створення виставкового центру продукції місцевого виробництва. Обговорено питання щодо підготовки робітничих кадрів.
17 квітня 2018 року	Робоча зустріч	Робоча група з реалізації проекту Індустріальний парк «Хмельницький»	Розглянуто проект облаштування індустріального парку.
18 травня 2018 року	Робоча зустріч	Робоча група з реалізації проекту Індустріальний парк «Хмельницький»	Обговорено питання щодо облаштування індустріального парку.
1 червня 2018 року	Робоча зустріч	Робоча група з реалізації проекту Індустріальний парк «Хмельницький»	Обговорено питання щодо облаштування індустріального парку.
12 червня 2018 року	Робоча зустріч	Робоча група з реалізації проекту Індустріальний парк «Хмельницький»	Обговорено питання щодо облаштування індустріального парку.
6 липня 2018 року	Зустріч	Представники банківських установ	Підписання Меморандумів про співробітництво щодо розширення доступу СПД до фінансових ресурсів

Attachments B

Таблиця 4.

Класифікація підприємств м. Хмельницького за розміром (згідно з Господарським кодексом України) за даними ДПІ у м. Хмельницькому ГУ ДФС у Хмельницькій області

Тип	Кількість співробітників	Річний оборот, євро	Кількість СПД, які здійснюють діяльність у м. Хмельницькому станом на 01.01.2018 р.
Мікро-бізнес (приватний підприємець)	<2	Менше ніж 2 мільйони	28215
Малий бізнес	<50	Менше ніж 10 мільйонів	1663
Середній бізнес	50 - 250	Від 10 до 50 мільйонів	2338
Великий бізнес	Понад 250	Понад 50 мільйонів	5

Таблиця 5.

Оцінка співпраці на місцевому рівні

Назва	Залучені інституції	Функції/досягнення	Оцінка
Агенція розвитку Хмельницького	Органи влади, міжнародні організації, СПД.	Розробляє інвестиційні проекти, надає консультативний супровід реалізації проектів.	Залучаються кошти для реалізації проектів розвитку міста.
Хмельницька торгово-промислова палата	Органи влади, торгово-промислові палати України, торгові представництва, посольства, підприємства і організації регіону, інформаційні центри і підприємницькі спілки далекого та близького зарубіжжя.	Об'єднує 290 СПД різних форм власності, які представляють практично усі галузі економіки. Налагодження ділового співробітництва між вітчизняними та закордонними партнерами.	Надається ефективна допомога підприємствам у розширенні співробітництва.
Союз промисловців і підприємців Хмельницької області	Органи влади, засоби масової інформації, СПД.	Надає допомогу у налагодженні стосунків з банківськими, науковими установами, виробничими,	Активізуються коопераційні та міжсекторальні зв'язки.

		консалтинговими компаніями для розвитку власного бізнесу.	
Громадська організація «Асоціація Хмельницьких ринків»	Органи влади, директори ринків, СПД.	Розвиток інфраструктури ринків.	Покращуються умови для здійснення торговельної діяльності.
Громадська організація «Агенція сталого розвитку «Астар»	Міжнародні фонди, донорські організації, громадські організації, органи влади, територіальні громади, СПД.	Проведення навчальних програм та тренінгів; здійснення аналітичної та експертної підтримки; консультаційні послуги та посередництво; розробка бізнес-планів та проектів.	Створюються сприятливі умови для розвитку підприємництва.
Центр підтримки бізнесу на базі громадської організації «Громадський рух «Нова економічна політика»	Європейський банк реконструкції та розвитку, Єврокомісія, СПД.	Проведення навчальних програм та тренінгів.	Надається допомога підприємцям з метою їх розвитку і виходу на європейський ринок.
Центр підтримки малого підприємництва	Органи влади, СПД, міжнародні фонди, донорські організації, громадські організації.	Створення сприятливих умов для розвитку підприємництва, зокрема серед жінок та соціально вразливих категорій населення.	Надається допомога підприємцям-початківцям.
Обласна ліга роботодавців легкої промисловості Хмельниччини	Органи влади, СПД.	Налагодження системної співпраці місцевих виробників на усіх рівнях взаємовідносин.	Підвищується соціальна відповідальність роботодавців.

Таблиця 6.

Галузі з перспективою зростання та галузеві потреби

Галузь зростання	Основні проблеми, які можливо вирішити за допомогою послуг з підтримки бізнесу
Легка промисловість	Обмежений доступ СПД до систематизованої актуальної ділової інформації. Налагодження взаємозв'язку між роботодавцями та потенційними кадрами. Недостатній рівень підтримки і промоції місцевого товаровиробника.
Харчова промисловість	Відсутність інноваційно-технологічного парку для втілення інновацій та сприяння розвитку виробництва.
ІТ-технології	Відсутність спільної платформи для об'єднання зусиль ІТ-компаній, освіти і місцевої влади. Створення інноваційної системи підтримки ІТ підприємництва та стартап-компаній.

Таблиця 7.

Потреби приватного сектору у земельних ділянках та інфраструктурі

Назва інфраструктури, яка необхідна для представників приватного сектору	Рівень забезпечення на сьогодні	Потреби розвитку у найближчі 6 років	Земельні ділянки громади, які можливо використати
Офісні приміщення	25,6 тис. кв. м	50,0 тис. кв. м	6,0 га
Промислові майданчики	21,0 га	45,0 га	20,5 га
Бізнес-інкубатор	-	1	-
Бізнес/індустріальний парк	-	1	52,0 га
Науковий/технологічний парк	-	1	-

Таблиця 8.

Ситуація з кваліфікованою робочою силою у галузях з перспективою зростання

Галузь	Поточна ситуація з кваліфікованою робочою силою	Прогнозована ситуація у майбутньому	Можливі напрямки дії
Легка промисловість	Невідповідність попиту і пропозиції	Перевищення попиту	Модернізація професійно-технічної освіти, впровадження новітніх технологій.
Харчова промисловість	Невідповідність попиту і пропозиції	Перевищення попиту	Налагодження співпраці та партнерства з підприємствами, роботодавцями.
ІТ-технології	Невідповідність попиту і пропозиції	Перевищення попиту	Поглиблення співпраці навчальних закладів з ІТ-компаніями.