



Mayors for  
Economic Growth

# Local Economic Development Plan for Bar United Territorial Community



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

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## **Preface**

***Dear community residents, partners!***

*Since ancient times, our town Bar has been called a part of Italy in Podillya. It combines the historical grandeur of past years, the hospitality of Podillya, the sincerity of the citizens of Bar and the modern outlook for the future.*

*To preserve the entire mass of heritage - spiritual, historical, cultural, inter-ethnic, Bar United Territorial Community is one of the first in the region to create a strategy of developing its territory as a tourist Mecca and an attractive investment community. Successful ones are those UTCs that successfully develop their own internal capacity, improve the conditions that*

*contribute to the inflow of investments and support it.*

*Currently, there are several priorities for the town's development - infrastructure development, attracting investment, job creation, and tourism development. But the main wealth of our community is the people, the residents of the UTC, who make every day efforts to make our city attractive, comfortable and prosperous.*

*The reforms taking place in the country today require from us, the employees of local self-government bodies, a qualitatively new approach to managing the development of the territory of our community.*

*As part of this European Union Initiative, we have developed a Local Economic Development Plan - a roadmap for the prosperity of the entire community. Having signed an agreement on cooperation with the Initiative "Mayors For the Economic Growth", the Bar community has committed itself to undertake a number of measures to ensure sustainable economic development, and in close cooperation with the private sector, NGOs and other actors, with the support of the EU's "Mayors For the Economic Growth" Initiative, has developed an appropriate Plan.*

*I invite everyone to join in the challenging, but at the same time interesting, work on the implementation of the Local Economic Development Plan.*

**The chairman of Bar UTC**

**Tsitsyursky Artur Anatoliyovich**

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## 1. RESUME

Bar UTC joined The Mayors For The Economic Growth Initiative July 3, 2016. Geographically Bar UTC is located 68 km from the regional center - Vinnytsia. The population of the community is 16,470 people as of 01.01.2019.

The purpose of the MEG Plan is to test its own capacity to create effective partnerships with the private sector, non-governmental organizations, agencies to enhance local economic development. Bar UTC was created around the dominant central settlement - the town of Bar. One of the tasks of the working group that worked on the creation of the MEG Plan was to spread the impact of this dominant settlement on the rural territories of the Antonivka village council. As part of this task, work has been done to identify the benefits that should form the basis for local economic growth.

The Bar Local Economic Development Plan has been prepared for the medium term and relies on real, affordable finance; the process of its preparation complies with the rules of public participation and lobbying. Based on the results of the SWOT analysis, two main areas of focus have been identified to focus on Bar community development:

**1. *Improving business development opportunities and attracting investment*** as industrial infrastructure and human resources provide opportunities for business development and job creation. The same applies to rural areas, which can serve as a raw material base for local agricultural processing businesses.

**2. *Promoting the development of tourism and recreational potential*** as the existing tourist and recreational potential of the territory of the Bar community allows to attract thousands of tourists each year and thereby stimulate the development of small and medium-sized businesses, private agro-tourism farms, rural and gastronomic tourism.

Funding for the implementation of the MEG Plan will come from the budget, but the community also counts on donor and private sector assistance.

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### **3. List of abbreviations**

ha - hectare

PO - public organization

h - hours

UAH – UA hryvnia

see – look

PEI – preschool educational institution

SESU - State Emergency Service of Ukraine

SFRD - State Fund for Regional Development

€ - the euro

IT - information technologies

km - kilometers

UC – utility company

LED - local economic development

ITA - international technical assistance

MEGI – “mayors for economic growth” Initiative

LG – local governments

UTC – unified territorial community

PE – private entrepreneur

SHW – solid household waste

MP – midwifery point

FE – farm enterprise

IE – individual entrepreneur

CAS - Center for Administrative Services

## **4. Introduction to the Local Economic Development Plan**

Bar United Territorial Community (UTC) joined the “Mayors for Economic Growth” Initiative on July 3, 2016.

The community area is 35,046 km<sup>2</sup>. Population –16470 people as of 01.01.2019. Bar UTC is located 68 km from the regional center - Vinnitsa.

Economic development is an important component of the activity of all sectors of the community. The main task for the local government is to improve the economic situation, promote business development, create jobs, and ensure transparent comfortable business conditions.

To bring the city to a new stage of economic development, a key role must be played by a local government team led by the mayor. It is their initiative and organizational capabilities that can bring together active representatives of business, academia and the community for the sole purpose of making the city self-sufficient, and its community and each resident individually wealthy. And the city has taken the MEGI not only as an opportunity to gain the necessary knowledge and methodology for planning the LEDs, but also as a source of inspiration to take concrete steps in this direction. Based on the findings of the analysis, this Plan outlines the vision and main goals of economic development of the Bar UTC and summarizes the main activities for the coming years aimed at the development of community economy.

When drafting the Local Economic Development Plan, the directions outlined in the Strategy for Development of the Bar UTC up to 2020 were taken into account. The LED Plan was developed in partnership with representatives of the private sector and civil society, who were part of a working group to develop the Local Economic Development Plan for Bar City Urban Transport. The financing of the implementation of the measures of the Plan will be financed by the city budget, local businesses, business support institutions and donor organizations.

## **5. The process of developing the Local Economic Development Plan**

The Order of the Mayor of Bar City Council No. 57-R of July 4, 2019, formed a working group to prepare the Local Economic Development Plan of Bar City United Territorial Community (see Appendix 1).

For quality filling of the document with the content and taking into account all wishes, 5 meetings were held, at which the economic future of the community was actively discussed and discussed. In the process of preparing the analysis of the local economic structure, in addition to business representatives, consultations were held with the local tax offices of the State Fiscal Service of Ukraine, the Employment Service, the Pension Fund of Ukraine, and statistics department. The SWOT analysis, the definition of the strategic vision and the main goals of local economic development, involved SMEs, LGUs and CSOs.

The method of data collection was to use freely available data from the Internet, obtained through questioning, questioning and evaluation of the members of the Working Group. The process of developing the Mayor Plan was carried out from the bottom up by the mayor.

## **6. Analysis of the local economic structure**

## 6.1 Analysis of the structure of the local economy

Bar United Territorial Community was formed on September 7, 2016 in accordance with the decision of the 17th (extraordinary) session 7 of the Bar Council convening. It includes settlements: Bar, village of Antonivka, village of Glynyanka, village of Shyroke. The community area is 35,046 km<sup>2</sup>. Total population as of 01.01.2019 is 16470 people (see Table # 4). In the general population structure, the share of persons younger than the working age is 20%, the working age is 53%, and the older than the working age is 27%. The number of internally displaced persons in the community is 79 and students enrolled in vocational education institutions are 1,650.

Bar UTC is located 68 km from the regional center - Vinnytsia. The following motorways of territorial importance T 0610 and T 0229 cross the city, connecting Bar with a number of settlements, in particular: Lubar, Khmilnyk, Nova Ushytsya, Sharhorod. The nearest railway station to Bar is Bar station, located in Bar village, 7 km from the community center.

1065 business entities are registered in the community, including:

- State ownership - 37;
- communal ownership - 15;
- Private ownership - 1013.

Basically, it is a micro-business in the status of individuals - business entities. By type of activity - it is trade, catering, agricultural production and gardening, production of windows and doors, construction activity, garment production, transport services, production of equipment for production and processing of food and beverages, production of boilers for autonomous heating, processing and canning of fruits and vegetables, mineral water production, hotel and restaurant services and more. Among the enterprises should be distinguished Pfaner Bar LLC, the company accepts for processing almost 80% of fruit and berry products of the Bar district.

The above-mentioned enterprises have registered employees (from 10 to 335 people) and pay taxes to the local budget on the income of employees. In the village of Antonivka, an Italian investor built a modern San Faustino mineral water bottling plant, the source of which is near the village. The plant is currently in the 90% stage of readiness and is scheduled to be put into operation in early 2020.

The amount of foreign direct investment in 2018 amounted to USD 9023 thousand. USA.

The volume of sales of t Bar UTC products is:

- within the region - 8.23%;
- within the district - 72,6%;
- within other regions - 8.54%;
- within Ukraine - 0.21%.

A big disadvantage for the community is the presence of a shadow business, which is 55%.

Over the last couple of years, the retail industry has developed the fastest, but now there is a glut of shopping establishments in the community, so the industry has reached its height. Development opportunities for specific entrepreneurs are to improve the quality of service, expand the product range and range of services (order table, home delivery, etc.).

The tourism sector in Bar UTC has been actively developing over recent years and has considerable potential for further development. This is due primarily to the presence of architectural and cultural monuments, as well as actions aimed at promoting the territory. Various festivals are held in the community. The importance of tourism and recreation development is outlined in the Strategy for the development of Bar UTC. At the same time, the problem of the tourism industry in Bar UTC is the lack of quality information about the community, the limited



promotion of tourist opportunities and potential of the region, as well as the lack of service infrastructure.

Based on the analysis of the structure of the community economy and the dynamics of its development, we can conclude that the most promising in terms of further growth, development and employment are tourism and cooperatives for processing fruit and berry products in the community.

## **6.2 Cross-sectoral cooperation and interaction at local level**

A system of cooperation and interaction with public organizations representing the interests of different spheres of activity has been established in Bar UTC. In total, about 60 non-governmental organizations are registered in the city as of 01.01.2019. The City Council actively cooperates with all community organizations, the result of this cooperation is a systematic exchange of information, joint activities and provision of comprehensive support. Information on grants, possible funding, changes in legislation and reporting, training and various business programs and projects is constantly updated on the City Council website and on the FB page.

There is one union of entrepreneurs in the community. The activity of SME representatives in solving not only community problems, but also in the process of making city council decisions that may affect their activities (taxes, regulations on certain commissions, etc.) is quite low. In order to stimulate local economic development, it is advisable to introduce on an ongoing basis relevant activities (working meetings, roundtables, meetings, etc.) on a planned and unplanned basis. The qualitative component of such meetings will be clear subject matter and the availability of appropriate decision-makers, relevant experience and the ability to mobilize resources to meet a variety of challenges. The effectiveness of the decisions made will be achieved through openness, transparency and tolerance, taking into account the economic interests of each member of the community as a whole.

## **6.3 A transparent, corruption-free administration that promotes business development**

The City Council is guided by the principles of transparency, openness, and no corruption. Access to public information is ensured by the presence of the following sources: the official page of Bar City Council ([bar-city.com.ua](http://bar-city.com.ua)), Facebook page and telegrams of the channel. These resources allow users to get acquainted with various news, decisions of the Executive Committee and sessions, annual procurement plans, the Strategic Plan for the development of Bar UTC, as well as other important information that ensures the public nature of local government activities.

For the purpose of effective public participation in the local governance processes, a site of electronic petitions of the Bar UTC, created on the initiative of the mayor of Tsytyskiy A A, operates in a test mode. An information booth and a bulletin board are constantly located near the City Council premises.

There are regular awareness-raising activities among Bar UTC employees on preventing and counteracting corruption with a focus on identifying and eliminating the causes of corruption and its prevention.

In order to improve the quality and accessibility of the services provided by Bar UTC, an administrative services sector was created, which deals with: registration of residence, withdrawal from registration, issuance of certificates and a state registration department, which deals with

state registration of real property rights. In the future, it is planned to create a full-fledged administrative services center.

## **6.4 Access to finance**

The financial infrastructure of the Bar UTC is represented by the branches of JSC CB PrivatBank, Raiffeisen Bank Aval, Oshchadbank and UkrSibbank. However, despite the different lending conditions, a common feature for these institutions is a high enough interest rate for the use of credit, which reduces the real opportunity for small and medium-sized business entities to receive funds.

In order to involve local businesses in the execution of works, supply of goods and provision of services, information on ancillary purchases is additionally posted on the official website of the city council.

The community is working towards finding and attracting other sources of funding, providing information support businesses, on current business support programs for Ukraine and the European Union, other donors, establishing local credit unions.

## **6.5 Land resources and infrastructure**

The total land area of the Bar united territorial community is 3504.6 hectares. The vast majority of land belongs to agricultural land, which is concentrated on the territory of the former Antonivka village council. Their area is 1865.86 hectares (see Table # 5). There are minerals in the territory of UTC: mineral water, loam, limestone.

Due to the large percentage of fertile soils, community lands are suitable for gardening and growing berries. The main part of the agricultural land - 992,810 hectares is cultivated by Ltd. DYNASTIYA. The company is engaged in growing cereals, legumes and oilseeds.

The community owns free land for industrial purposes (land under the former distillery - 7ha, land under the former sugar mill - 7ha, land under an inactive bakery - 1.5ha and the territory of the industrial park 25ha) and agricultural land. Antonivka, which can be provided for a paid use of 10ha. Therefore, Bar City UTC is trying to stimulate the attraction of investors, who will be satisfied by the geographical location of the community. Inventory of land on the farm was conducted, the boundaries of settlements identified controversial land issues did not arise.

According to the inventory of water bodies, 484 hectares of land of the water fund are located in the community territory, of which:

- Three objects with a total area of 25 ha are attractive for investment;
- Antoniv reservoir - 200 hectares;
- Technical rate in constant use of Bar CVU of the Barvokokanal VKG - 11ha;
- an ornithological reserve of the local value "Barsky" with an area of 248 ha.

The Bar Master Plan was drawn up in 1992 and approved by the decision of the 14th session of Bar City Council of 22 convocations dated 16.02.1998. The possibility of creating a Community Territory Planning Scheme is discussed.

The total area of communal property facilities of UTC, which are suitable for renting to entrepreneurs, is 603.05 m<sup>2</sup>. As of 01.08.2019, 548.05 m<sup>2</sup> of communal property has been leased, which is 91% of the total area of communal property.

As can be seen from the above data, there is a great potential of land and water resources in Bar City UTC. One of the advantages is the developed infrastructure and transport connection as a prerequisite for economic development of the community.

## **6.6. Legal and institutional framework**

There are regulatory and administrative obstacles and barriers in the whole Ukraine as well as in the city of Bar which impede business growth. Bar City UTC takes an active stance on the need to overcome and mitigate existing barriers to doing business locally.

MOU regulations are adopted using the procedure of public discussion of their impact on different groups of society, their number is optimized. As of 01.08.2019, 3 tax acts are in place and are regularly monitored. In general, the balance of various interests can be maintained.

The biggest problem for entrepreneurs is the process of business registration, which requires the most documents and time. The current situation has a negative impact on the initiative of new entrepreneurs who, due to the large number of barriers, become more passive. Local agencies do not provide online services, further reducing their effectiveness. There is no effective cooperation between the institutions, which increases the time for obtaining the necessary permits by entrepreneurs. There is now a significant need to improve the current system.

In the future, some of the above issues, namely the simplification of internal administrative procedures and regulations, will be resolved after the extension of the existing ASC.

## **6.7 Skilled workforce, inclusivity**

The situation with labor resources in Bar UTC is quite difficult. A large number of professionals went abroad in search of a better fortune, and most of those who remained did not receive a decent reward for their work and were emotionally burned out. As of January 1, 2019, there were 506 registered unemployed in the Employment Center. The community's busy population is 8730 people.

Analyzing the demand for the labor resources of Bar UTC, we can conclude that the most in demand are the working professions such as electric gas welder and seamstresses, but they are not in demand from the population.

The population of Bar UTC is decreasing every year. There are two factors affecting population decline: natural reduction and migration (see Table # 6). Migration of the population is 3 out of 1000 people registered, official statistics depend on seasonality.

The City Council has no significant impact on the labor market and can only act as an intermediary for business in this regard - with educational institutions, in particular, in the field of vocational education. At present, there are 3 vocational education and training establishments in Bar, which produce specialists:

- Bar Humanities and Pedagogical College named after Mykhailo Hrushevsky;
- Bar Professional Construction Lyceum;
- Bar College of Transportation and Construction of the National Transportation University.

Representatives of the private sector of the community economy, especially large industrial enterprises, have recently shown a willingness to cooperate with the city authorities, educational institutions and among themselves, which gives an opportunity to speak about the probable solution of the problem of skilled workers.

## 6.8 External positioning and marketing

Currently, Bar UTC is considered an attractive place to live, teach children and youth, work and leisure. The city holds separate events aimed at its promotion outside the oblast and Ukraine: souvenir products are produced by a local entrepreneur; Partnerships with the Polish cities of Kwidzyn, Rybnik, Starachowice are maintained, which creates a positive image of the city abroad. The city's official Facebook page has been created. Creating a positive image is facilitated by a number of festivals in the city, including the music Open Air - the BarRockCo Festival and the International Apple Bar Festival.

The city regularly monitors grant and donor programs and submits applications to programs and initiatives of international donor organizations. The city also participates in All-Ukrainian competitions and programs.

The community is rich in historical sites: a monument of national importance Fortress XVI century; Cathedral of the Assumption of the Blessed Virgin (1757); St. Ann's Church (1811); Monastery of the Benedictine Sisters, Missionaries of the 16th Century; Monastery of St. John the Baptist of the UGCC; Bar Orthodox Monastery in honor of the Bar Icon of Our Lady. The community also has a natural site of Bar Ornithological Reserve. The attractiveness of the territory of the Bar community, as evidenced by its analysis, is sufficient for the development of tourist destinations, but requires intensification of promotional and organizational measures, streamlining documentation related to cultural sites, creation of local tourist routes and production of unique souvenir products for the territory.

In order to create a more attractive image of the community, it is planned to concentrate the efforts of the MP on improving the business environment, creating modern forms of cooperation in the agricultural sector of the community, enhancing the competitiveness of local goods, creating and developing tourism infrastructure.

## 7. SWOT analysis

| Strong sides  | Weak sides  |
|---|---|
| <ol style="list-style-type: none"> <li>1. Convenient geographical location near the border with the EU, the regional center (Vinnitsa) and the international highway E-50.</li> <li>2. Rich historical, architectural and spiritual heritage, favorable for tourism development.</li> <li>3. Availability of large industrial sites.</li> <li>4. Opportunities for the development of horticulture and processing of agricultural products.</li> <li>5. Availability of investment-ready assets.</li> <li>6. Availability of labor reserves.</li> <li>7. Availability of recreational and sports facilities.</li> <li>8 Partnerships with partner cities abroad.</li> <li>9. Minerals in the community - mineral water, loam, limestone.</li> </ol> | <ol style="list-style-type: none"> <li>1. High unemployment rate.</li> <li>2. Low volume of domestic and foreign (foreign) investments.</li> <li>3. Poor road quality.</li> <li>4. Low average salary compared to the average in Ukraine.</li> <li>5. Reduction of population, young people traveling abroad and to major cities of Ukraine.</li> <li>6. Neglected historical sites.</li> <li>7. Agriculture decline.</li> <li>8. Abandoned reservoirs</li> </ol> |

| Opportunities  | Threats  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Economic growth in the country, support for regional development and SMEs.</li> <li>2. Participation in MTD projects, including on tourism development</li> <li>3. Increasing demand for crop and livestock products on the world market, eco-production.</li> <li>4. Holding the European integration course, raising the interest of external investors, completing the started investment projects.</li> <li>5. Increasing quotas for export of agricultural products to the EU.</li> <li>6. Affordable housing programs and more. in support of young families.</li> <li>7. Inclusion of the territory of Bar UTC in the Ukrainian and European tourist routes.</li> <li>8. Increasing popularity of "green", cycling, gourmet, historical and religious tourism.</li> </ol> | <ol style="list-style-type: none"> <li>1. Continuation of military conflict in the East.</li> <li>2. Corruption.</li> <li>3. Climate change acceleration, environmental disasters.</li> <li>4. Reduction of regional development funding from state resources and MTD funds.</li> <li>5. Curtailed reforms.</li> <li>6. Increasing business tax pressure.</li> </ol> |

## 8. Visions and goals

We create communications between the points of potential growth, filling thematic content, sense of value, attractiveness of locations and routes of our region, for even development of the territory in order to enjoy the life of “Barsky”

Through the joint efforts of the working group, the following goals were formed:

- improving business development and investment opportunities;
- promoting the development of the tourist and recreational potential of UTC.

## 9. Action plan

The Economic Development Action Plan includes the priority areas of action and measures to be taken to achieve the fastest possible results of economic development:

Table 1. Action plan  
Course: 1 Euro = 30.00 UAH

| <i>Thematic blocks</i>  | <i>The main goals</i>   | <i>Actions / Ideas of projects</i>  | <i>Duration (start / end)</i> | <i>Participating partners</i>                                 | <i>Costs, national currency (Euro equivalent)</i> | <i>Monitoring indicators / result (product) indicators and goals</i>   | <i>Results / (results) indicators and goals</i> |
|---|---|---|-------------------------------|---|---|--|---|
| External positioning and marketing                            | Improve business development opportunities and attract investment | Development of the concept of spatial development Bar.                        | 12.2019                       | Bar City Council, business, residents, donor programs         | 37000,00 UAH/<br>1233,00 €                        | The main directions of the development of Bar UTC are determined. Spatial analysis of Bar UTC was conducted. | 1 report has been prepared.                     |
| Land resources and infrastructure                             | Improve business development opportunities and attract investment | Development of the master plan of Bar.  | 06.2019-12.2020               | Bar City Council, business, residents, donor programs         | 1211000,00 UAH<br>/40367,00 €                     | Approval of the finished master plan of the city.  | Collection of raw data.                         |
|   |   | Development of the concept of transport and pedestrian structure of the city. | 06.2019-12.2020               | Bar City Council, business, residents, donor programs         | 250000,00 UAH/<br>8333,00 €                       | The concept of city pedestrian transport infrastructure was prepared   | Collection of raw data.                         |
| Cross-sectoral cooperation and interaction at the local level | Improve business development opportunities and attract investment | Promoting and supporting the process of agricultural cooperative              | 06.2019-12.2020               | Bar UTC, residents of Antonivka, Glynyanka, Shyroke villages. | 15000,00 UAH/<br>500,00 €                         | Informing the population about the main principles of cooperation.   | Training of cooperative population.             |

| <i>Thematic blocks</i>             | <i>The main goals</i>   | <i>Actions / Ideas of projects</i>  | <i>Duration (start / end)</i> | <i>Participating partners</i>                                | <i>Costs, national currency (Euro equivalent)</i> | <i>Monitoring indicators / result (product) indicators and goals</i> | <i>Results / (results) indicators and goals</i>                       |
|------------------------------------|---|---|-------------------------------|--|---|--|---|
|                                    |   | development in Bar UTC.   |                               |  |   |  |   |
| External positioning and marketing | Promoting the development of the tourist and recreational potential of the town | Development of thematic hiking trails (Apple Trail, Bona Sforza Trail, Tasty Barshchina, Cossack Trail Bar, etc.) | 06.2019-12.2020               | Bar UTC, residents of Antonivka, Glynyanka, Shyroke villages | 30000,00 UAH/1000,00 €                            | Development of tourist routes.                                       | 4 tourist routes exist and are put into economic circulation.         |
|                                    |   | Cleaning, preservation and fragmentary restoration of walls and bastions of Bar Castle 16th century               | 06.2019-12.2020               | Bar City Council, UTC community.                             | 900000 UAH /30000,00 €                            | The walls and bastions of the castle are cleared                     | 720 m of masonry and 2 bastions of self-sown vegetation were cleared. |
|                                    |   | Organization of the annual BarRoKKo Festival  | 06.2019-12.2020               | Bar City Council, business, UTC community.                   | 250000 UAH/8334,00 €                              | The festival was held  | Visited 2000 participants   |

## 10. Financing scheme

The funding scheme below is not conclusive as funding opportunities for Local Economic Development Plan activities may arise after its approval and after the funding scheme

Table 2. The funding scheme

| Actions   | Planned costs,<br>UAH / € | Sources of financing, UAH / EUR |                             |                          |                             | Lack of<br>funding,<br>UAH / € | Notes |
|---|---------------------------|---------------------------------|-----------------------------|--------------------------|-----------------------------|--------------------------------|-------|
|   |                           | Local budget                    | Higher-<br>level<br>budgets | Private<br>sector        | Donors                      |                                |       |
| Development of the concept of spatial development in Bar.   | 37 000 UAH /<br>1233 €    | 37 000<br>UAH /<br>1233 €       |                             |                          |                             |                                |       |
| Master plan development in Bar  | 1211000 UAH /<br>40367 €  | 1211000<br>UAH /<br>40367 €     |                             |                          |                             |                                |       |
| Development of the concept of transport and pedestrian structure of the city.                                     | 250000 UAH /<br>8333 €    | 250000<br>UAH /<br>8333 €       |                             |                          |                             |                                |       |
| Promoting and supporting the process of agricultural cooperative development in Bar City UTC.                     | 15000 UAH /<br>500 €      | 3000 UAH /<br>100 €             |                             | 3000 UAH<br>/100 €       | 9000 UAH /<br>300 €         |                                |       |
| Cleaning, conservation and fragmentary restoration of walls and bastions of Bar Castle of the 16th century.       | 900000 UAH /<br>30000 €   | 18000 UAH<br>/<br>600 €         |                             | 50000<br>UAH /<br>1667 € | 832000<br>UAH /<br>27733 €  |                                |       |
| Organization of the annual festival «BarRoKKo»  | 250000 UAH /<br>8334 €    | 50000 UAH<br>/<br>1667 €        |                             | 30000<br>UAH<br>/1000 €  | 170000 UAH<br>/<br>5667 €   |                                |       |
| Development of thematic hiking trails (Apple Trail, Bona Sforza Trail, Tasty Barshchina, Cossack Trail Bar, etc.) | 30000 UAH /<br>1000 €     | 6000 UAH /<br>200 €             |                             | 6000 UAH<br>/<br>200 €   | 18000 UAH /<br>600 €        |                                |       |
| Total:  | 2693000 UAH<br>/ 89767 €  | 1575000<br>UAH /<br>52500 €     |                             | 89000<br>UAH /<br>2967 € | 1029000<br>UAH / 34300<br>€ |                                |       |

Based on the analysis of the sources of funding, it should be concluded that Bar City UTC relies more on donor assistance and private sector funding. However, if the budget and additional revenues are exceeded, the funds can be used to implement the projects envisaged by the Local Economic Development Plan.



## 11. Monitoring indicators and mechanisms

Table 3. Monitoring indicators and mechanisms

| Actions   | Duration<br>(start /<br>completion) | Expected results   |   |   |   |
|---|-------------------------------------|--|---|---|---|
|   |                                     | From 1st to 6th<br>month   | from 7th to<br>12th<br>month  | from 13th to<br>18th<br>month   | from 19th to<br>24th<br>month   |
| Development of the concept of spatial development in Bar  | 12.2019                             | Analysis of the spatial plan of Bar UTC  | Development of the concept of spatial development Bar UTC   | -   | -   |
| Master plan development in Bar  | 06.2019-12.2020                     | Signing a contract for some types of work.   | Development:<br>-the layout of the settlement in the settlement system, existing and project planning restrictions, street-road network (urban and external transport);<br>- plan of existing use of the territory;<br>-General plan (basic drawing); | Developing a zoning plan.   | Elaboration of civil engineering and environmental protection measures. |
| Development of the concept of transport and pedestrian structure of the city.                                     | 06.2019-12.2020                     | -  | Analysis of transport and pedestrian infrastructure.  | Signing a contract for some types of work.  | Production of the concept of pedestrian infrastructure of the city      |
| Promoting and supporting the process of agricultural cooperative development in Bar City UTC.                     | 06.2019-12.2020                     | Preparing for the survey of rural population on production needs and the need to set up a cooperative. | Conducting a survey of rural population on production needs and the need to create a cooperative.   | Conducting a series of seminars and building a public asset.  | Provide study tours to share experiences.                               |
| Cleaning, conservation and fragmentary restoration of walls and bastions of Bar Castle of the 16th century.       | 06.2019-12.2020                     | Survey of the walls of the fortress.<br>Production of the passport of the object.                      | Cleaning the walls of the fortress from debris and vegetation.  | Involvement of specialists to study the walls and obtain an act of technical condition of the object. | Conducting partial archaeological studies of the castle walls.          |
| Organization of the annual festival «BarRoKKo»  | 06.2019-12.2020                     | Preparing for the festival.  | Holding the annual festival «BarRoKKo»  | Summing up.   | -   |
| Development of thematic hiking trails (Apple Trail, Bona Sforza Trail, Tasty Barshchina, Cossack Trail Bar, etc.) | 06.2019-12.2020                     | Analysis of tourist locations  | Inventory of local attractions.   | Normalize all tourist attractions and unique community features.                                      | Development of tourist routes.  |

## Appendix 2. Order for the establishment of a working group



УКРАЇНА  
БАРСЬКА МІСЬКА РАДА  
БАРСЬКОГО РАЙОНУ ВІННИЦЬКОЇ ОБЛАСТІ

23000, м. Бар, вул. Героїв Майдану, 6. тел./факс: (04341) 2-25-88

### РОЗПОРЯДЖЕННЯ МІСЬКОГО ГОЛОВИ

04.07.2019р.

№ 57-Р

*«Про створення  
робочої групи з розробки Плану  
місцевого економічного розвитку»*

Відповідно до підписання «Угоди мерів» створити Робочу групу з розробки Плану місцевого економічного розвитку Барської об'єднаної територіальної громади до 2020 року наступного складу:

**Голова робочої групи:** Міський голова Цицорський А.А.

**Члени групи:**

|   |                   |
|---|-------------------|
| Заступник міського голови з економічних та гуманітарних питань        | Кушнір Т.О.       |
| Заступник міського голови з питань діяльності виконавчих органів ради | Гвоздар Ю.В.      |
| Секретар міської ради   | Подуфалов Ю.В.    |
| Начальник фінансового відділу міської ради                            | Ковтун І.М.       |
| Начальник соціально-гуманітарного відділу                             | Стрельчук Н.О.    |
| Спеціаліст з питань інвестиційної політики                            | Походзей І.В.     |
| В.о. старости с.Антонівка, с.Глинянка та с.Широке                     | Зажирко О.В.      |
| Депутат міської ради, представник бізнесу                             | Хоменко В.В.      |
| Депутат міської ради, голова Молодіжної ради Барської міської ради    | Олійник Р.Ю.      |
| Представник ГО «Актив Бар»  | Ткачук І.В.       |
| Громадський діяч, викладач ліцею                                      | Качуровська Г.М.  |
| Громадський діяч, викладач коледжу                                    | Шкільник О.В.     |
| Громадський діяч, викладач коледжу                                    | Малиновський Ю.М. |
| Громадський діяч, лікар-стоматолог, учасник АТО                       | Обухов В.М.       |

Міський голова

А.А. Цицорський

З розпорядженням ознайомлені:

Гвоздар Ю.В.

Зажирко О.В.

Качуровська Г.М.

Ковтун І.М.

Кушнір Т.О.

Малиновський Ю.М.

Обухов В.М.

Олійник Р.Ю.

Подуфалов Ю.В.

Походзей І.В.

Стрельчук Н.О.

Ткачук І.В.

Хоменко В.В.

Шкільник О.В.



## Appendix 2. Tables

Table #4 . Comparison table of population area and density of Bar UTC, district and region.

| Regions   | Area, thousand km <sup>2</sup> | Area public in % of total area /district / region | People  | Population of the community in % of total population / district / region | Population density |
|-----------|--------------------------------|---|---------|--|--------------------|
| Community | 35,046                         |   | 164 70  |  | 469, 95            |
| District  | 1102                           | 3,18%   | 50486   | 32,58%   | 45,81              |
| Region    | 26500                          | 0.14%   | 1554435 | 1.06%  | 58.66              |

Table # 5. Diagram of land distribution by destination of Bar City UTC by section 2018.

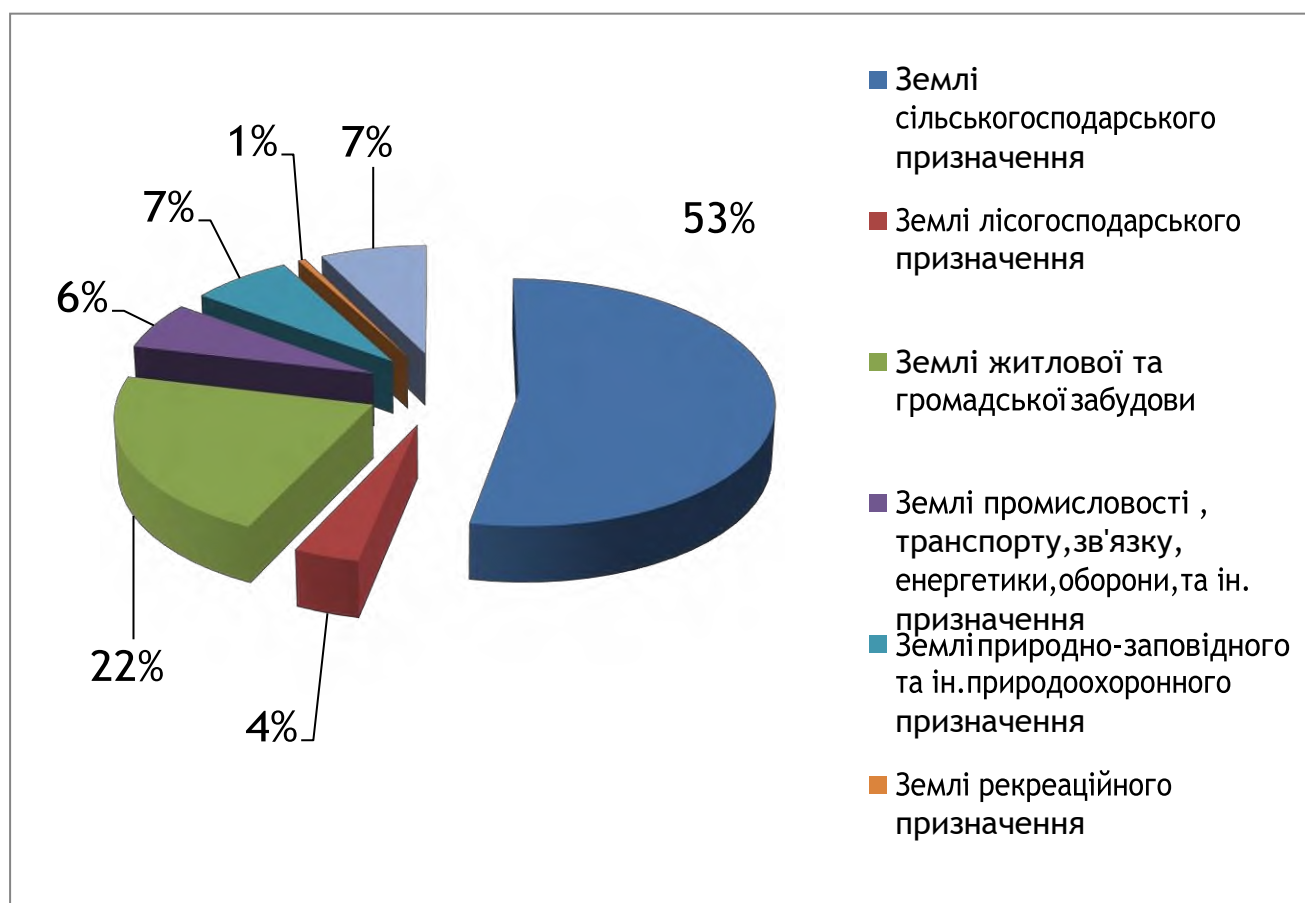


Table #6. The number of residents of Bar UTC, district, region, people.

| Territories | 2017    | 2018    | 2019    |
|-------------|---------|---------|---------|
| Bar UTC     | 16837   | 16 709  | 164 70  |
| District    | 51989   | 51444   | 50486   |
| Region      | 1590357 | 1575808 | 1554435 |

